



2006 National Conference
Louisville, Kentucky
September 24-28

Conference Proceedings

Conference Photography by Charlie Perkins, Mayo Clinic

President's Welcome

Warren Harmon, Mayo Clinic



Welcome to Louisville! Did you get that? I want to make sure we have that exactly correct.

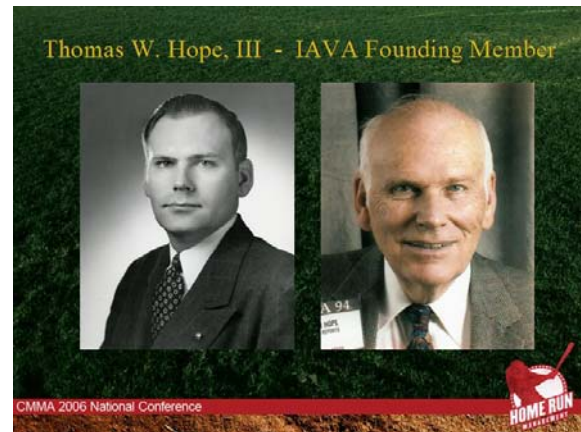
The last time Paul Tucker hosted a CMMA conference in Louisville it was the spring of 1993, and he had just developed his new media center at Humana. That was an outstanding Professional Development Conference, and we are all in store for an unforgettable national conference here at the historic Seelbach Hotel.

Speaking of historic, this Fall Conference has very special significance, as we cap off a year-long celebration of our 60th anniversary.

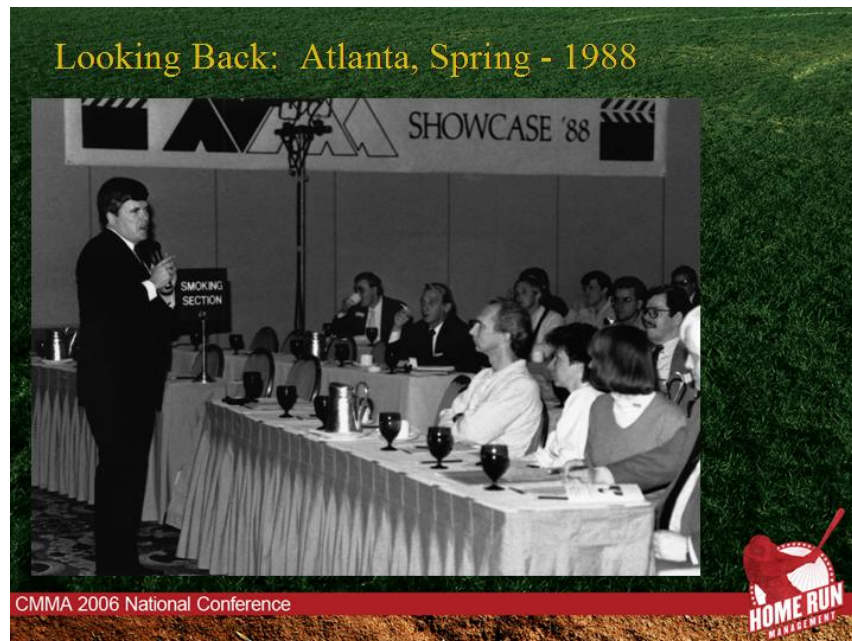
To help with this celebration this week, we have a few special treats in store. First, you'll notice that several CMMA past-presidents will be sharing memories during special call-in sessions throughout the conference. We will also call on past-presidents that are in attendance.

We've created a memory table of conference programs and association newsletters through the years, and invite you to page through them and relive our rich past.

Finally, you will all get a chance to meet our special guest this week, Mr. Tom Hope, the only surviving founding member of IAVA – The Industrial Audio Visual Association in 1946. Tom will be attending our conference this week and taking notes on an article he'll be writing about his perspective on media communications through the years. On Wednesday afternoon, Tom will close the conference with a special presentation you will not want to miss.



As I poured over years and years of CMMA history, a series of photos caught my attention. Take a look...



This is session from the Spring Conference in Atlanta in 1988. By the way we'll be back in Atlanta a year from now for our Fall 2007 National Conference.

Notice some interesting trends...Smoking section...there's George and Maren Welles off to the right. We were AVMA then.

Looking Back: Atlanta, Spring - 1988



CMMA 2006 National Conference



Another shot of the attendees...there's Maren Welles in the background.

Looking Back: Atlanta, Spring - 1988



CMMA 2006 National Conference



Then I saw this photo and was struck by the sheer intensity of the look on the faces of these two very young media managers attending their very first AVMA conference. [Warren Harmon; Mark Shelton]

Significant changes this year:

- New role for Dick Van Deusen
 - Association relationships
 - CMMA Management Institute

- Infocomm
 - SATCOM
 - GovExpo
 - The go-to organization for media management
 - Looking for other members to get involved with presenting existing seminars as well as developing new ones
- New Executive Director, Jody Rosen
 - *The Association Source*
 - Full service association management company
 - Administration
 - Financial Management
 - Marketing
 - Conference Management
 - CMMA headquarters
- Three new partner organizations
 - *Revolabs*, Carole Peters (wireless technology)
 - *Opening Moments Media* (creative design group, ranging from video production to print to education)
 - *Innovaris* (DVD & CDROM manufacturing, duplication & distribution)

CMMA Presidents Hall of Fame

Guest Coaches

Jerry Miller, 1989-1990

Thank you, Warren, and thanks to Frank DeLuca and Paul Tucker for all your hard work putting the conference together and thanks for inviting me to speak.

I congratulate members, new members and partners. You are fortunate to be attending what I once dubbed “a celebration of survival.” Since I can remember, the organization has been striving to reach its membership goal. We’d take in seven or eight new members. Seven or eight of the old ones would leave, due to retirement, downsizing, job changes. Everyone who left did so with great regret, because they’d come to know the value of the organization and the friendship of the members.

So you should strive, with your colleagues here and management back home, to stress the importance of these gatherings to your professional education. Education comes from the subject matter of the conference, but more importantly, the knowledge of the people with whom you meet, and their willingness to share that knowledge and help you problem-solve.

So here’s your first assignment. At the end of this conference, take something specific back, to demonstrate to the organization that sent you the value of the CMMA conference and your CMMA membership. Lay a Louisville Slugger on the desk of the executive you report to, along with your memo or personal report about a specific benefit of CMMA resulting directly from your attendance. Then talk about the value of attending the next CMMA meeting. (Avoid using the Louisville Slugger in a threatening manner.)

When I was going through the chairs to the AVMA presidency, the power company I worked for had a reorganization in which my supervisory title was reduced to *Consultant*. When I explained AVMA did not allow consultants to be members, I was told, inside our company, I was *Consultant*. Outside, I could call myself whatever I wanted. I kind of liked *King of Creative Services*.

When I gave my boss the new business cards I had printed, her reaction was shock, amazement, laughter—and firm instructions *never* to use the cards inside the Xcel Energy.

I am very pleased that a colleague from that company, Greg Bissen, has joined CMMA. His title is Media Producer, but his responsibilities are considerably larger than the title might indicate. Greg is unable to attend this meeting, but I assure you, you will enjoy meeting him and seeing his excellent, award-winning video presentations. When do meet Greg, you might mention that the *King of Creative Services* title is vacant and available. And, CMMA does recognize it.

In 1977, I joined the Industrial Audio Visual Association, IAVA, in Minneapolis. I went to a great meeting that had the worst-run business meeting I'd ever attended. I told Regional Director George Welles he could have my vote on anything that needed a vote, but I would NEVER attend any more business meetings. George got even. He and the regional leadership asked if I would serve as the next Northern Region Director. I was elected.

And from there, I went to Awards and Accreditation Chair, Assistant Secretary, Secretary, 2nd VP, 1st VP and President. I attended every business meeting. In 14 years of Sunday business meetings, they improved significantly and shortened considerably.

During the two years I was President, things were relatively uneventful. We had a modest dues increase without member opposition. We made a constitutional change, assigning the incoming president the duty of chairing the selection committee for new board members. I believe that's been changed again. So much for a permanent accomplishment.

What made the most impression on me aside from board duties was volunteering to co-host a national meeting in St. Paul with Jim Martin from the Mayo Clinic. This was the last association meeting done without the help of an outside meeting planning group. And as Paul Tucker can tell you, there's a ton of work. For the St. Paul meeting, I ended up concentrating on facilities (because they were next door) and Jim and I and the entire region worked on selecting speakers.

With the influence of the prestigious Mayo Clinic reputation, Jim was able to secure national name comedian/writer/producer Stan Freberg to do a presentation of his work, which had been the subject of an hour-long network television special a few months before.

There's an abundance of Stan Freberg stories I can't go into. But Jim Martin learned Mr. Freberg sometimes experienced severe speaker anxiety. To deal with that, Jim had the presenter who preceded Mr. Freberg prepared to expand her talk to three-hours, just in case of Freberg's excessive pre-presentation anxiety.

No need. Freberg was absolutely wonderful. He received the longest standing ovation I can remember at IAVA – AVMA – CMMA.

For an afternoon session at a San Diego conference, attendees went to Lindbergh Field and jetted to Los Angeles, where Doug Trumbull opened his studio ...demonstrated some of his animated works ...talked about and showed his contributions to the Star Wars movies ...and previewed for us 60 frame-per-second films for which he was planning to build a chain of theaters. We flew back to San Diego in time for cocktails and dinner.

I remember many more meetings, but even more, the friends I met. Never have I been associated with a brighter, friendlier, more helpful group of people. Many have become life-long friends.

You will find in this group that there are many members, who, in their quiet ways, are heroes, people to emulate. Jim Mund was one. He's gone now. A real hero. A 19-year old who bailed out of crippled B-24s twice during World War II bombing missions to Ploesti. The first time, he was picked up from the sea. The second, he was captured and escaped, returning to his unit weeks after the bailout, where he was assigned to fly more missions.

After the war, Jim had three careers in media management. When the first two ended with downsizing, he found new work with the help of ITVA or AVMA. He was a solid contributor to the organization, and a bit of a watchdog over the traditions of our group.

As managers, many of you are removed from the technologies of communication. But if you can inspire, direct, and encourage those who can strike a spark in the work they do to reach audiences so deeply, you will have achieved the ultimate success.

Until tomorrow, the next project, when it has to be done again.

Jeff Segal, 1993-1995

I'm honored to be on this call this morning. I was President over a decade ago for AVMA. One of my biggest accomplishments was changing the name of the Association to CMMA.

We are involved in content, and we are the managers of the messages. We were talking about this back in 1993 when we changed our name. Up until then, the "old school" talked about we were the messengers through AV technology. We decided we were communications experts and that's the way we needed to look at ourselves if we were to survive.

We would determine the media, based on the message content. That simple name change was debated for a long time; changing the name changed the direction of the organizations.

Another change was allowing Sponsors to become Partners. In order for us to put on quality conferences, we needed Partners, both for financial support and to bring us to the next level on technology and media tools.

I'll never forget the conference George Welles got up and started talking about the Internet (1991) and asked us how many of us knew what the Internet was. About five people raised their hands. It was something from out in space. George

shook his fist at us and told us we needed to understand and embrace the Internet. It would change the way we did our jobs. That was a defining moment in the careers of many of us. I was always fascinated by discussions about technology and the future. The bleeding edge introduction of technology was always critical for my involvement in CMMA.

What CMMA did for my career with Southern California Gas Company. I was having a hard time justifying the purchase of new technology. That's a battle that never goes away. I was writing up all these technical justifications for why we needed equipment. My boss at the time knew nothing about what I did or what tools I needed to do it. We were building a new building at the time, and I wanted to install new technology in the building. I asked my boss what I could do, and he suggested I write a creative piece about what the technology could do. I wrote a five page "Gas Company 1995: A Technology Look Forward." I wrote this in a way that anyone could understand and visualize how technology could help us communicate. Example: sit at your computer and watch a video broadcast. Technology did not yet exist. Library of stored media online—didn't exist yet either. I was able to go out and buy equipment by attaching this document to the purchase request.

I presented this paper as a White Paper at a 1991 CMMA Conference. Several other members took my piece and adapted it for their own companies.

I'm the proud recipient of the Social Outtake Award Emeritus, still proudly displayed in my office at home.

Dick Blackburn, 1991-1992

It's been quite awhile...after eight years of retirement, I've enjoyed remembering my years with CMMA. Happy 60 years, CMMA. Wish I could be there in person.

I worked for SafeCo for about 10 years before I got into the media business. Started teaching insurance. Built the studio in the 70's with black and white cameras. I heard about IAVA from a fellow from IBM; sounded like an interesting organization. When I got serious about media, I joined AVMA in 1981.

From that time on, CMMA was the best professional organization I ever belonged to. One reason was the professionalism of the group and the easy exchange of information. Got involved by co-hosting a meeting in 1986. Then accepted position of Secretary. Got buy-in from my boss for what would be a multiyear commitment. The more I participated, the more my company became supportive. I invited my new boss to the CMMA conference in Duluth, Minnesota. He had such a great time, he wanted to go to all the meetings, and became very supportive of my membership.

My career took a jump because of my membership in CMMA. CMMA confirmed that we back in SAFECO media were doing the right things. There were no other members up in Seattle at the time, but we were able to hold regional meetings as new people joined. I can't say enough about the people—my peer professionals who really knew the business and the technology.

Most of all—the friends. Significant others were welcomed. Made many friends who remain friends to this day. Couldn't get this anywhere else. Some things I remain fond of: the Social Outtake award. Greeting people like Jim Mund, who the lifetime achievement award is named after. Winning that award was one of the highlights of my career. Taught me that life was serious, but not to take it too seriously. Spring of '93 conference in Louisville was my last meeting as President.

I'm helping my daughter raise our 11-year-old grandson. I told him the first of the summer he needed to set some goals. He self-imposed a reading goal of 1000 pages and exceeded it by 200 pages.

The founder of SAFEWAY had a saying: "What you do when you don't have to will determine what you do when you can't help it." Get involved in CMMA!

Past Presidents Attending Louisville Conference



L to R: Frank DeLuca, Marv Mitchell, Bob Thomas, Mike Shetter, George Welles, Paul Tucker (Conference Host), Warren Harmon (current President)

Frank DeLuca, 2003-2004

I joined CMMA in 1990. The person who got me involved was Bob Passaro, and he's been a mentor to me throughout my career. I wasn't sure I wanted to join, but it didn't take me long to realize I needed to be here. Bob Sweetland encouraged me to volunteer, and I did.

I got involved in many levels, and took back what I learned to my organization. I can honestly say that I would not have the job I have now without CMMA.

I was lucky enough to do some different things with conferences while I was President. I was involved with our two broadcast conferences, which were experiments in changing the format for our Professional Development Conference.

I can't say enough about volunteering. Don't think you can't do it. You can. You'll learn what you need to know from all the folks in this room.

Marv Mitchell, 2001-2002

I joined CMMA at the Nashville meeting. My boss, Jim Martin, tried to get me into CMMA early on. I didn't want to get involved in an organization with AV in its name; joined after you changed your name.

I have a very large staff, but I always get something from CMMA conferences that I can take back to my organization.

Shortly after I took over as President, 9/11 happened. We went ahead with our conference in New Orleans. A lot of change in the world, and some changes in CMMA as well.

- Got rid of 1-in-4 rule, a requirement that if you did not attend one conference out of four, you lost your CMMA membership.
- Changed the constitution to allow members from government.
- Initiated the Integration Marketing Plan process. One of the crowns in my presidency.

Bob Thomas, 1997-1999

When I first took office, I had a 6000 square foot suite. Spiral staircase, three or four bedrooms. That's when we first started opening up the suite in Seattle.

My next suite was 20 x 20.

On a serious note, when I became Vice President, I had to implement the CMMA name change. Took two members who were on opposite sides of the fence and had them debate the issue, and that got us past the impasse.

CMMA has been so valuable. Helped me establish a technical group through survey and salary information. Helped me through my transition leaving JCPenney and becoming an independent. CMMA is a family.

Mike Shetter, 1987-1988

I joined when we were IVMA. Left in 1990 and came back 10 years later. I was worried that CMMA would have changed. I was wrong. The faces were different, but the people were the same.

The tenure as President is longer than 10 years. It can go back many more years before you get to that point. CMMA helped me hone my management skills. Here you don't control anything; it's like herding cats. You really have to manage!

I brought a certain business acumen to my presidency, and helped us put some processes and procedures together. Highlight of my experience was the people and the friends I've made. Unfortunately, you can't control your own legacy. What I left the organization is that damn Social Outtake Award!

George Welles, 1983-1985

CMMA, AVMA, IAVA changed my life; changed my career, and had a tremendous impact on whatever successes I've had in my life. Only my wife has had more impact.

CMMA Presidency is a servant position, not a position of power, I assure you. I recommend it to anyone. It can be painful at times. I had to go through the process of firing our Executive Director. We retrieved the records of the organization in a covert operation at midnight in a lightning raid on a storage facility in Michigan.

Joined in 1976. I was scared to death. I was so scared to do my new member presentation that I recorded it in advance. I did a three-projector show so that I did not have to speak in person.

A conference highlight: We had the Canadian team that failed to summit Everest in 1983. Told us about their experience up through the point where they had to bury their colleagues on the mountain. We ended up in a huge group hug with tears. We had an earthquake at the same meeting. I turned to Maren in our suite and said, "I think the earth just moved, but I don't remember doing anything to make it happen."

1946. That's when this organization was founded. Tools were slide projectors, overhead projectors, 35mm slide cameras. First computer was built; used it's entire computing power to play *Auld Lang Sine*. Average price of a new house was \$2000. A new car cost \$125. Average rent \$65 monthly. Tuition at Harvard per year was \$420. A movie ticket .55; postage stamp .03.

Bob Passaro, 1985-1987

I am running the cable access channel here in Sun City retirement community in Las Vegas, Nevada. I have a completely inexperienced staff of retirees, and I'm having a good time with these volunteers—keeps my mind off the aging process.

I followed George Welles as President. My membership in CMMA meant a lot to my career and to me personally. Great opportunity to get together with people who had the same issues I did. I so enjoyed the camaraderie. Conversations were always stimulating.

I was with Fischer Scientific for 22 years. Started with staff of one; grew to 16 and then to 101. Downsizing and outsourcing hit; and we went back down to 19, a gut-wrenching experience that made me decide to quit the corporate world and go freelance.

I'd like to tell you about one experience with a CMMA member. In 1988 I was trying to get into the freelance work. George got me work with the Sony Institute that lasted 10 years, and the Winona Film School. George, I probably never thanked you properly for that help, so thank you.

I had a baptism by fire to the President as George Welles fired our Executive Director and dealing with the aftermath of that.

I also remember the Spaghetti Factory dinner with Vicki Shetter—the birth of the Social Outtake Award. Spaghetti sauce and meatballs all over the floor.

Being awarded the James Mund Award was the perfect caper to my career; probably the highlight of my career. I thank you for that honor.

Margaret Monroe, 1995-1997

I never would have had the career I had without CMMA. For those of you who don't know who I am, I ended my career with 24 years with Amica Insurance, a very well-respected auto and home owners insurance company.

I started there in 1981 as an AV producer. I joined CMMA in 84 when I was an Assistant Supervisor in the AV Department. I was awe-struck by the people in AVMA. Those people would take me to where I needed to go...from their stories...their role-modeling...I knew it was going to be an amazing time. For that to happen, I needed to get involved. That is key. You have to get involved right away quick so that you get to know other members and learn from them.

The first thing that happened to me is that I was working on my PhD at the time. CMMA was an organization that could help me finish my doctorate. Dick Van Deusen was a giant in the field of surveys. The group was willing to work with me because they wanted the information, too. I remember one night taking the

survey out to dinner at a conference, and everyone took potshots at it. I reworked it and sent it out. I had over 90% return, which in the survey world is unheard of. This was an outstanding result, which gave me an outstanding dissertation. My dissertation was published in a book, which then led me into the opportunity to write articles for a variety of trade magazines.

When it came time for me to build an amphitheater, I sent out an email requesting help. Not only did I get lots of advice, I even got architectural drawings back from members!

During my Presidency it was the 50th anniversary for CMMA in Albuquerque, which was pretty stunning.

I changed the name of my department from Audio Visual to Creative Services because of what I learned in CMMA. And during my Presidency, we changed the name of AVMA to CMMA, which was much more reflective of what we were all doing. We are managers first and foremost. Changing our name was one of the best things we did.

I was the first woman President of CMMA, and Bob Thomas followed me—the first African American Association. We were quite a team!

One of the major benefits of membership in this Association is the friends you make that last a lifetime. Listen. Take notes. Get involved. Accept a position on the Board. Do whatever you need to do to get into the core of CMMA. There is nothing more important. CMMA will teach you to be a better manager and how to run your organization more effectively.

New Members

John Forte, Cummins Engine, Moderator

Tom Bowman

McDonald Corporation
Director of Special Projects,
Creative Services



Creative Services

- In-house production for McDonald's
- Creative Development for Multimedia and live events:
 - Electronic & print graphics, video production & editing, web design, DVD and CD-ROM design & production, webcasts, podcasts, satellite broadcasts, media asset acquisition & storage, event staging and photography
- Tom leads internal and external creative production teams for major special projects and strategic events

Q: What would you like to take back to McDonald's from this conference?

I've become very McDonalds-centric over the many years I've been there. Doing things the way we always do them. Looking forward to meeting you and discussing mutual challenges; hope to take back your perspectives to my team.

Chris Barry

Best Buy
Director/Group Creative Director
Yellow Tag Productions



Yellow Tag Communications

- Yellow Tag is the Creative arm within Communications

- Specialize in documentary film/video, live event production and web-based media -build bridges and connect businesses through authentic and engaging storytelling and dialogue

Chris manages & supports Creative group

Responsible for:

- Overall client/account management
- Communications strategy
- Creative direction
- Executive produce multiple projects
- Directs selected projects

Q: What would you like to share with the group?

I'm honored to be part of an organization that's been around for 60 years. I've learned a lot already. I try to stay ahead of technology, and I'm particularly interested in video on the web, blogging and other web technologies. I'm hoping to hear from you about how you communicate to your audiences using these technologies.

Paul Klein
Abbott
Manager, Technical & Operation
Resources
Audio Visual Group
 (former member; reinstated)



Audio Visual Group

- Responsible for AV & video-conferencing support for Abbott facilities in the Lake County area

Paul manages the A/V group

In addition:

- Oversight of AV facility design
- Some responsibilities with Corporate Art collection & real estate for Admin. Services division

Q: Tell us about your son's campaign to benefit victims of the Tusanami.

We were watching the news footage; my kids wanted to do something. Sent out press releases; sold bracelets; raised over \$1 mil. I was very proud of both of my boys (ages 16 & 13 at the time).





Q: What would you like to take back from the conference?

I had an immediate need when I rejoined. I'm responsible for corporate art collection, and I didn't know what I was doing. As soon as I joined, I sent out an email requesting ideas from CMMA members; my boss was very impressed with how quickly I pulled something together for this project. So thank you to all of you who responded to my email. I'm glad to be back; I missed all my CMMA friends.

Chris Duncan
Dow Chemical
Global Leader Communications
Communications Resources



Communication Resources

-  eCommunications
-  Dow Broadcast Network
-  ePublishing
-  Global Translation Services
-  Corporate Identity
-  Emerging Communication Technologies

Chris manages and leads Dow's use of communication technologies globally.

Rolf Johnson
Johnson & Johnson
Consumer & Personal Products
Multimedia Studio Manager
Multimedia Services



Global Multi Media Design,
Production & Development Facility

- Services the Johnson & Johnson Consumer & Personal Products world wide
- Transform a small multimedia studio serving Neutrogena into a sustainable facility that will serve the Johnson & Johnson Consumer & Personal Products World Wide
- Emphasis on creativity & innovation

Q: What would you like to take back to your team from this conference?

I work primarily with Neutrogena, and I need to scale up my organization without me losing my own sense of creativity and innovation. I'm hoping to get ideas at this conference about how to do this.

Andrew Cordery
Johnson & Johnson
Ortho-McNeil Janssen
Pharmaceutical
Manager Multi Media Services



Multi Media Services

- Services all of the pharmaceutical brands within J&J
- Andrew supervises Video and Graphics staff
- Also a working Producer

Scoring Big With ISO Management Systems

Robert H. King, Jr.
President, ANAB

ISO: Saying what you do, and doing what you say. I understand this is a boring subject. Hopefully, we'll be able to give you some examples that are relevant to your job.

ANSI-ASQ National Accreditation Board
American Standards for Quality

ANAB

- Financially self-supporting non-profit organization in Milwaukee
- Governed by 13-member board representing stakeholders
- Exists to serve conformity assessment needs of business, CBs, and interested parties



Jointly owned by ANSA and ASQ

Accreditation Council makes decisions on accreditation to keep those decisions independent from ANAB, since businesses pay us.

Board of Directors are all employed by other businesses.

Accreditation Council

- Independent body of volunteers responsible to board of directors
- Approves all technical procedures and advisories
- Renders all accreditation decisions, including suspensions and withdrawals

Member of International Accreditation Forum (IAF), which provides oversight to ANAB for quality and ethics.

Requirement Docs

- ISO/IEC 17011 – General requirements for assessment and accreditation of CBs
- ISO 9001:2000

Strategic Direction

- Based on market demand, offer accreditation to national and international standards and industry specific requirements
- Remain most desired mark in management systems accreditation measured by IAF survey

- Perform services in interest of industry, government & direct customers to facilitate international trade

Why Standards?

- Provide framework for management to operate
- Build confidence in operations
- Help minimize second-party audits
- Focus on customer satisfaction and management involvement

Non-certified company: How should you think about ISO 9001?

- Determine strategic value
 - What are the benefits to your organization?
- Is it a potential customer requirement?
 - Some companies will only buy from certified businesses
- Will we benefit financially?
 - Typical payback is 12 to 14 months
- Will we meet environmental goals more easily?

Steps to Certification

- Study appropriate standard
- Prepare and implement quality process including QMS that conforms to standard
- Monitor progress
- Correct system gaps
- Find certification body

Choosing a Certification Body

- Accredited by reputable body
- Industry experience, background, and expertise-not related to consulting firm
- Recommendations from others
- References
- Scheduling issues and ability to meet your time frame-interview lead auditor
- All aspects of CB fee schedule
- Comfort level in establishing long term relationship with CB
- Choose CB that will help you build better business, not bureaucracy

The Audit

- Follow CB process for audit scheduling
- Remember auditor is there to find gaps in your system to help you build more robust management process

Industry benchmarks

- Automotive provides own oversight and requires certification

- Aerospace works with limited ABS and several OEMs require certification
- Telecommunications works with limited Abs and several OEMs require certification

American Chemistry Council requires certification to RC 14001 or RCMSS as condition of membership.

What ANAB is not

- Not a financial services firm
- Financial audits are vertical, while management systems audits are horizontal

Sarbanes-Oxley Act of 2002 (SOX)

To protect investors by improving the accuracy and reliability of corporate disclosures made pursuant to the public securities laws, and for other purposes.

ISO Code of Ethics is very similar to this act:

Top management shall ensure that customer requirements are determined are met with the aim of enhancing customer satisfaction.

Control environment

- Integrity and ethical value
- Commitment to competence
- Management philosophy and style
- Assignment of authority and responsibility
- Organization structure
- Attention and direction from Board
- Personnel policies and practices

Risk assessment

- Mapping of critical process and assessing impact to organization
- Assigning responsibility and authority to monitor impacts and apply preventative action

Information and communication

- Management has explicit responsibility to communicate mission and vision iof organization to negotiate realistic goals for employees
- Management must provide periodic updates regarding achievement of goals

Monitoring

- Monitoring is integral part of any quality system, any business process
- More important is action taken as result of monitoring
 - Preventative action
 - Correction

- Corrective action

Money

- Organizations spend more than 27 billion per year on governance, with 5 billion going to SOX compliance alone

SOX title II

- Requires auditor independence
- Prohibits conflict of interest
- Requires rotation of auditors

ISO

- Conflict of interest prohibited by other ISO standards and monitored by national accreditation bodies
- Practice is to rotate lead auditors

SOX Title III

- Establishes audit committee
- Requires CEO and CFO to certify financial results
- Provides for reimbursement to company by CEO and CFO of 12 months' bonus and realized profits from securities sales

ISO

- Requires top management to establish management audit committee and periodic management review
- Requires internal audit of all business process systems

SOX requires attestation as to health of organization's finances

ISO 9001 requires the same

SOX Title IV

- Section 404 addresses "Enhanced Financial Disclosure" and is only 173 words long
- Requires top management to assess whether internal controls are in place and working
- Must be published in annual report

SOX Title V

- Prohibits conflicts of interest

Title VII

- Criminalizes destruction of or creation of documents that may be used to impede or obstruct federal investigation
- Protects employees (whistle blowers)

Title IX

- CEO and CFO certify that financial statements are true and fairly represent in all material aspects the financial condition and the result of operations of company
- The certification is absolute

ISO 9001

- Documents and records are controlled and updated; they are maintained and provide evidence of conformity to requirements
- No criminal liability, but repeated failure to conform can result in loss of ISO certificate

SOX XI

- It is a crime to create fraudulent documents
- Makes it a crime to destroy documents

ISO 9001:2000

- Document control is the cornerstone of ISO standards; two people have to collude to alter process document or record
- No criminal liability

Investing in Solution

- As in many compliance solutions, all money spent and time invested may be more form than function
- This has fooled many an auditor
- Implementation is key

ISO 9001:2000 is SOX compliant

Quality Cycle

- Plan
- Do
- Check
- Act

Important Aspects

- Communication
- Documentation
- Execution
- Prevention
- Correction and corrective action

Separation of Duties

- Proper separation of duties is required to prevent collusion between at least two individuals to commit fraud or bypass a control

Lessons Learned

- Auditors are human and make mistakes, including assuming that controls exist when they do not, relying solely on documentation
- Designing system to simply satisfy an audit does not satisfy SOX
- Designing controls and identifying risks is backwards
- Identify processes that have material impact, then identify the risks to those systems
- Now design controls

Build a Control

- Management solutions that map business processes that include documentation, monitoring and provide an audit trail for both internal and external auditors

Appeal of SOX

Companies not required to comply are doing so because:

- Owners wish to sell
- Directors see benefits
- Executives believe in internal controls
- Customers require SOX
- Lenders more likely to approve loans

Conclusion

- Compliance with legislation like SOX does not have to be “black hole” into which one pours resources
- Real intent of SOX aligned with organization’s business objectives
- Similarly, ISO 9001:2000 is framework designed to organize business plan into what’s commonly known as quality manual; two aren’t mutually exclusive

Web Research

www.anab.org

www.ansi.org

www.asq.org

www.iaf.nu

www.qusonline.com

Q&A

Q: What you’re saying here is it’s good to have processes, and audit them. Yet we’re constantly under pressure to do more with less, move more quickly. How do you reconcile this?

A: If you want to be fast and agile, your business processes will help you be that. Business practices for hiring will save you time and money in the long run; you’ll have the right person in the right job.

Q: We're ISO certified in some areas, based on doing the same thing every time. Help convince us that this applies to communications. Everything we do is different every time.

A: Communications are key to helping the organization understand what they are all about and what the standards and expectations are. Your job is the communications around the processes and standards. *De facto*, you are establishing policy by what you produce, and that makes you liable. Your products are discoverable. You need a process for content acquisition and approval to protect yourself from liability.

Q: We can't afford ISO for our areas. We can't document what we do all the time and stay competitive.

A: Do you have internal auditors? If so, your individual department probably does not need certification in and of itself. There are a lot of companies out there doing a good job and satisfying customers that are not ISO 9000 compliant. But they could be very good candidates for certification, and their businesses will be better for it.

Q: If you're compliant, how does that then take responsibility away from you and your organization?

A: It doesn't. You still have to do what you say you're going to do. You have to follow and monitor your own processes.

Q: We are service organizations. We do what our CEO asks us to do.

A: If you are certified, you should have a process in place that allows you to go to your legal department or ombudsman and tell them what you are being to do is not compliant. Legal department is then responsible; not you. And legal has a responsibility to go to the CEO.

Q: You mentioned that it took your organization a good while to become compliant. What kind of gaps did you have?

A: We had some processes that we were not following. We had done a lot of continuous improvement and had not updated our processes to match what we learned. And we discovered needs for new processes that we did not have in place. We are a small organization with not a lot of people to do the work, so that took time also.

Q: I work in a consumer products company. Our marketing department is always out there on the edge of technology and pushing the limits on compliance on selling products one step ahead of reality. That's the reality of my world. We have one compliance officer for five companies. How can I work within that environment?

A: The way to solve that is education, review of contracts and compliance with those processes. Sales and marketing has to be part of the process; they have to understand the mission and vision of the company and how far ahead of research & development they can be.

Q: Our bank uses SOX, and it's really set up a lot of controls and procedures. I'm not sure we have an appetite for ISO as well.

A: SOX only looks at financial department; very little at processes. ISO takes a much broader look at the company. Recommend organizations start with ISO first, and it will save you a lot of money before the SOX auditors come in to tell you how to do it.

Q: ASQ sets the standard for benchmarking. How could benchmarking be used in ISO or SOX.

A: Can't have an auditor tell you how to do something. Benchmarking within the industry is fine; look for best practices within your industry. But we're not allowed to help with that.

Comment from member: Part of our ISO certification includes documentation and retention. We have a policy in place for every videotape we shoot that complies with documentation retention policy. Master tapes are kept forever. We keep paperwork for three years, per company policy.

Member Playbooks

Dan Pryor, Safeway



Safeway Overview

- Third largest grocery chain in the country
- Operate in 25 states
- 20,000 employees
- One or two in all our market areas

Safeway communications

- Video
- Broadcast (satellite)
- Employee portal
- Streaming video
- Presentations
- Print
- Collaboration
- Email

Communications challenges

- Moving from paper to electronic communications
- Too much volume (emails, bulletins, reports, tasks)
- Lack of control of who can send communications to stores

As a result...

- Stores fail to execute on all messages
- Stores spend too much time on follow up, rather than being on the floor serving customers
- No one setting priorities for the stores and making sure we were not over-communicating

Store Communication Solutions

Employee portal (Web)

- All global communications
- Documents, reference material, forms
- Access to applications, other sources of information

Email

- Only for conversations or messages target to small audiences
- Global emails only for sending links to web content

Hard copy

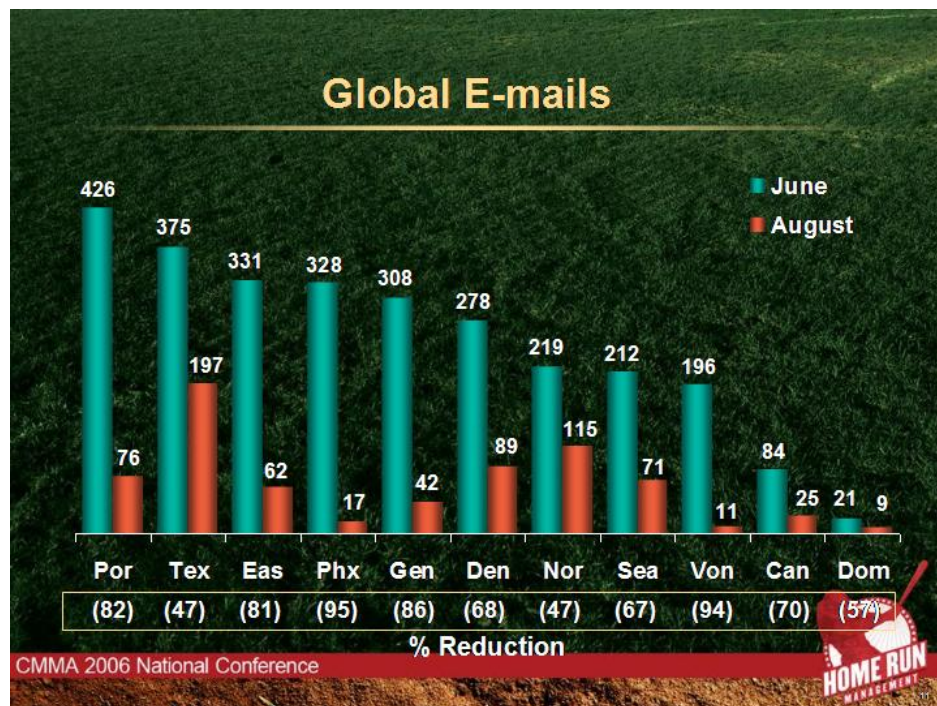
- Only for promotional materials and large print jobs

Store Communication Solutions

- Use the proper communication tools
 - Formalize the communication process to stores
 - Workflow approval process
 - Right communication for right audience
- Formalize the communication process to stores
 - Workflow approval process
 - Gatekeeper to target communications to appropriate audience
- Provide visibility to management
- Management needs to know communication is seen and used

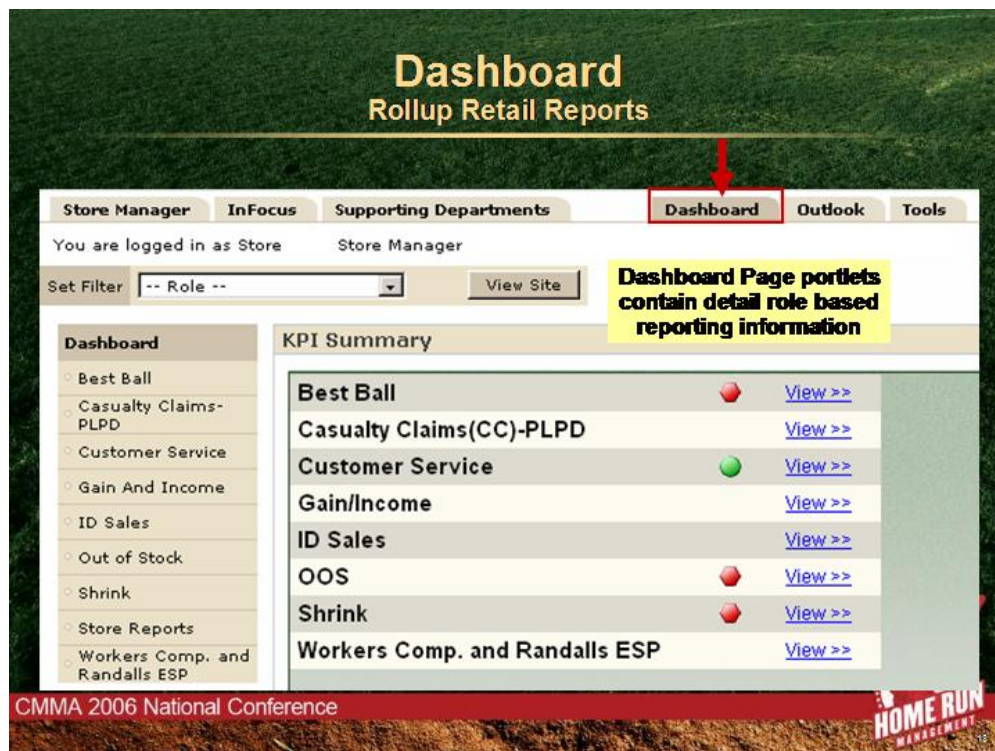
Progress to Date

- Worked with IT to restrict global email accounts
 - I get 150-200 emails a day
 - Only about 25 may be relevant
 - My job is computer-based in many ways, so this is okay
 - Store managers are only supposed to be in their offices one hour a day
 - Reduced global emails by up to 94% (use slide)



- Monitoring global emails by sender
- Communicating and training users on proper tools; especially the web
- Not everyone is on the band wagon yet, but we've made significant progress
- Rolled out store portal and department accounts to all stores
- Gatekeeper and workflow being installed

- Targeting messages by content to the right person
- Senders prepare communication for stores
- Department Manager approval of message content required
- Gatekeeper monitors and controls messaging to the store
 - People were getting 3-5 versions of the same content
 - Email, web, hard copy
- All employees required to check their web portal once a day
 - Monitored through store portal tracking
 - Allowed one day grace; then follow-up
- Provided KPIs (Key Performance Indicators) on eight critical attributes on dashboards



- Reduced IDL broadcasts to 2 per division/position/week
 - One for division
 - One for marketing

Future Enhancements

- Portal views for other areas
- Dashboards for all management roles
- Expand workflow and gatekeeper in all divisions
- Eliminate redundant reports that are now KPIs
- Schedule am/pm posting times for Portal, so employees know when to check for updates and not have to constantly keep checking
- Remove access

Task Management

- Electronic tracking of all tasks
- Allows district managers to delegate tasks to department managers
- Visibility of all tasks in calendar
- Generates report views of compliance

District Manager Task View

Tom Poindexter, District Manager of Store Operations | Safeway - Colorado District 311 | Monday, June 27, 2005 09:15 AM (MDT)

Process Monitor: View by Process

Headquarters 100 > Western Region 300 > Colorado District 311

Show Processes for Store: All Categories, All Departments, In Progress: All

View Processes Due: < June 26 - July 3, 2005 (Week 27) >

Process	Event	Due Date	Orgs Included	% Orgs Complete	# Orgs Overdue	Store Orgs (# In Progress)
Manager Daily To Do List (2202)		06/26/2005	10	90%	1	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Process/Store Daily Checklist (2203)		06/26/2005	10	90%	1	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Process/Store Daily Checklist (2203)		06/27/2005	10	80%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Manager Daily To Do List (2202)		06/27/2005	10	90%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
New Store Opening for June (1455)		06/28/2005	10	80%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Independence Day Event (2451)	Fourth of July Celebration	06/28/2005	10	0%	10	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Full Health Insurance Product Launch (2453)		06/30/2005	10	0%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
New Paper Product Launch (2404)		07/01/2005	10	0%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Ready-to-Eat Lunch Product Launch (2203)		07/01/2005	10	0%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119
Biweekly Safety Audit (2203)		07/02/2005	10	0%	0	1110 1111 1112 1113 1114 1115 1116 1117 1118 1119

Legend: ✓ = Complete, ✗ = Overdue, ⚡ = with Exception, 🔄 = In Progress, - = Not Applicable

Overall Goal

- Establish accountability for communications, in creation and execution by the end audience.

Q: How are you reaching electronically the store employees who are not managers with their own computers?

A: In Break Rooms, there is a kiosk for employees don't get on computers at all, so we roll content on our broadcast channels at all times. We publish a schedule for these programs, ranging from diversity, energy conservation, to safety and video magazine, etc.

Q: Thank you. The more I hear from my peer group, the more impressed I am with the scope of responsibility of our members. What was the genesis of this whole initiative? How/why did it get started?

A: Originally web was owned by IT. No controls; anyone could post content, etc. I went to management and said we should take it over; fortunately, IT was happy to get rid of it. We discovered there were no controls whatsoever. Retail Operations Group and myself took on the job of setting up the processes and controls. One of the most difficult challenges I've ever had, but has had the most benefit for the company. We've had a lot of resistance from people resistant to change. Have support from highest level of leadership.

Now most people love it, because of their ability to track who has seen what content and acted on it. Huge culture change.

Q: How do you track the effectiveness and likeability of the messages you create?

A: For website, focus groups several times a year. Also have a Store Advisory Board who provide a lot of feedback.

Q: One of the benefits of the web is that you can actually rate a video or message. Do you seek that kind of feedback?

A: We do with some of our streaming videos.

Q: Two strategy points I'd like to underscore. Kudos for moving into the white space of email. You're the first one of us I've heard who have taken control of this channel. Also, the IT folks are not interested in content. More of us need to make this move into the web. You are the Daniel Boone of how to do this?

A: Our theme for the spring conference is Navigating Communications Channel. We have to make choices about what channels we use; the more channels you get control of under your umbrella, the more effective you can be as a strategic communicator. Email and face-to-face are still the most frequently used communications tools.

Q: Clarification on email. Are you controlling one-to-one email communications?

A: No. We only control global emails.

Q: What about global phone message?

A: We don't use voice mail a lot, so it hasn't become a problem. Voicemail use is declining in favor of email.

Frank Ball, Goldman Sachs



Goldman Sachs is one of the premier investment banks in the world. Went public in 1999; put in a small video studio the same year, primarily for executives to use to talk to the media. They had no internal communications whatsoever. Technology department built the studio. Thought it would pretty much run itself, but realized early on they needed a manager.

I had a group interview with the project team that built the studio. I quickly realized I would have to ask the questions, answer the questions and explain the answers.

They were struggling with a problem. They wanted a technological solution on how to move the Goldman Sachs logo from one

shoulder of the executive to the other. I suggested moving the desk over, and that's probably what got me the job. My job was just to get executives on the air.

One way of looking at what we do in a corporate environment: I continue to work as if I were an independent producer. Here's how I spend my time:

1. Pitching. Looking for projects. Marketing my services.
 - a. Face-to-face
 - b. Email to the right persons
 - c. Web presence with tools customers can use
2. Add value. Give the client more than expected. Example: Purchased a Media Management System to keep track of our video assets. Realized we could add value by putting a terminal in another building for them to catalog their own materials. We now capture and manage the media history of the firm.
3. Educate. Your clients don't know what you do, how you do it, how much it costs and how long it takes.
4. Promote. Get the word out when we do something laudable. There's always someone else out there who would like to grab the work away from you.

Andrew Cordery, Johnson & Johnson

The word strategic has been used a lot this week; we need to be on the same page as our organizations.

A few years ago, I was offered a job at Johnson & Johnson at the same time my wife wanted to start a business. A year and a half later I was laid off. When I was hired, video was part of PR; basically a group that grew more than they wanted to us. More of our clients were Sales & Marketing (95%) for me, but we were part of PR. 4 mil in chargebacks; 5 people; but our boss booted the entire team.



Two of us went to a VP that we knew for Business Operations; new group where shared services were in a single department. We made a pitch that we should be part of that department. He took a look at our numbers, and talked to our clients, and he agreed to take us on.

When we started out, we were in a full chargeback mode. In the new model, we only charge for out-of-pocket costs; everything else is funded. Having support from the top gave us a much better financial structure.

I'm now part of Business Operations, which includes all shared services from HR to Finance to us. The guy 3 levels above me is a number cruncher. I had to design a financial plan that would communicate and work for him,

We're measured by cost savings. Let's say my department costs 1 mil a year to operate. We benchmarked production agencies that are preferred vendors of J&J. When I do a quote for a client, I give them two quotes: one for our out-of-pocket costs, and one based on a vendor rates. I track the difference between the two budgets and report those as cost savings on a monthly basis. Vendors add 17-20% on top of freelance costs. Account reps charge \$2000 a day, and there are no half days on their invoices.

Find out what your bosses want. Package your numbers in the right way in order to meet there needs.

A lot of us pay attention to our clients, but we may neglect making our managers understand our business. I'll never forget the day I was laid of. "I really don't know what you do, so I can't help you. Find another job." People didn't understand what did.

But the story has a happy ending. At a time when J&J is looking to trim fat anywhere they can, we're growing. We don't have headcount, but we keep adding fulltime contractors. The biggest difference now: support from the top.

Cost savings get us in the door. We still have to do great work. We're known as J&J's internal ad agency. We make capabilities presentations to our executives. We have a lot of turnover at J&J. We do capabilities presentations to admin groups also; they get us a lot of work for us through their executives.

We have a vision, in line with J&J strategy: *Drive Business*. We want to be strategic partners with J&J. I turn down work sometimes, if it doesn't align with strategy. I consider myself a communications problem solver, so if I turn work down, I make sure I find the customer someone else who can do the work for them. I avoid retirement videos, for example, and taping meetings. But I find someone else who will to satisfy the customer.

We were recently made a pitch for a major brand within the company. We asked for equal time with the agency. May have been met with a bit of raised eyebrows, but they gave us the time. We spent three hours as a team sitting in a room generating ideas; everyone contributed. We put together five ideas. We had 45 minutes with the client, and we pitched the five ideas. We really connected with how our ideas would meet their needs. We wanted to look good, even if they didn't like our ideas. We wanted to be invited to next years' meeting. All five of our ideas were accepted.

Apparently the agencies did more of a scatter-gun approach, and overwhelmed the client. Ideas were not targeted to their needs.

We are making the leap from an order-taker to a strategic partner. Our group is generating ideas and getting them acceptance. Three other brands have asked us to sit in on their budget meetings and contribute ideas.

One of the challenges we have is our group now works a lot with agencies, which is a mixed blessing. Agencies do the creative work, and we do the production. The truth is the agencies would not mind if we fail. Give us materials very last minute. But our clients tell them, "You will work with our group." If the agency wants to work with J&J, they have to work with us. It gives me some leverage to demand respect for our process. I now have clients asking me which agencies are easiest to work with.

Two months ago, the old PR group I used to work with, 60% of them were laid off and the group was broken up. The HR woman who didn't know what I did was also let go. Gone are the days that AV was in a corner of the building and people didn't know what we do.

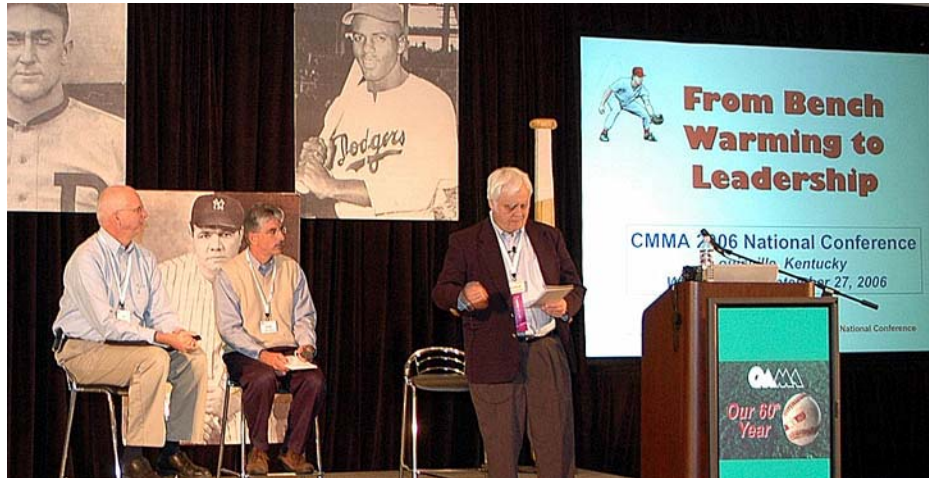
Whether it's numbers or creativity—or both—make sure the people above you know what you do. Send them demos. Even if they never look at them, it helps them understand what you do. Send out client surveys. We pick our ten biggest projects from the previous month—whether the projects had problems or not—and learn from the feedback we get.

Be strategic. Be a communications problem solver. It makes a difference.

Q: Tell us more about how you did pricing benchmarking.

A: We used an outside company for credibility. We were concerned that our cost savings were showing too much. We took preferred vendors and took six video and six graphics job. Our consultant sent them to vendors and asked for detailed cost estimates. We had a couple vendors who would not do it, but most did.

**George Welles, Imaging Futures
From Benchwarming to Leadership**



With help from:

**Jim Allen
Mark Shelton
Peggy O'Keefe
Jeff Segal
Chris Duncan
Randy Palubiak**

You will be considered for the First Team when:

- You volunteer (Don't wait to be asked)
- You have unique expertise of special value to the organization
- You are known as a trusted neutral party
- You look, act and sound like a first string player
- You are trusted to always deliver
- You keep confidences well

Strategies for Joining the First Team

- Develop & practice high value skills; becomes a subject matter expert
- Ask to join your organizational team
- Write an internal white paper
- Create a capabilities resume. What I've done in the past is this; here's what I could do in the future.
- Use your departmental best practices as a model for your larger organization
- Use your imagination! You have more creativity than almost anybody else in your organization. Use it.
- Find out what keeps your leaders awake at night. What are their challenges? What are they thinking about?

Leadership Challenges

- Meeting the stockholder's and financial market's expectations
- Creating future value strategies
- Competing in the global marketplace
- Planning for the unexpected
 - Continuity of operations
 - Disaster recovery

Threat Environment Assessment

- Entering a period of much more active weather
- Increasing wildfire threats
- Increasing seismic activity on both coasts
- Likelihood of an Avian flu pandemic
- Oil and natural gas shortages/prices
- Aging electrical power plants and grid
- North Korean and Iranian nuclear & ICBM programs
- Al Qaeda & affiliates working to pull off a major multi-location U>S> terror strike
- Increasing Central & South American instability
- Rapidly increasing professional criminal hacker attacks
- Ongoing Federal and commercial espionage efforts

Additional Points of Concern

- Regulatory missteps
- Leadership failures/indictments/decreasing budgets and increasing expectations
- Subcontractor security, reliability and loyalty issues
- Growing public privacy concerns and distrust of organizations

Why should I care?

- Your family
- Your colleagues
- Your organization and even your own life may depend on how ready you are

Peggy O'Keefe 9/11

I was focused on a conference call I had at 9:00 AM, and I was thinking about going to the World Trade Center shops to buy my daughters' birthday presents during my lunch break.

I was four blocks away and did not really understand the danger. I knew an aircraft had hit one of the towers. I was at the base of the Brooklyn Bridge when the second building collapsed. My only thought was escape.

A huge element of trying to process what had happened and what to do next.

Jeff Segal, Northridge Earthquake

It was January 17, 1994, Martin Luther King's Day. We had the day off. At 4:31 AM, the earth shook. We were right at the epicenter. The first thing I remember was levitating in the air horizontally. Next thing I knew, everything in the house was crashing and breaking. My 3-year-old daughter's bedroom was continuous with a brick chimney. I ran down the hall, but I kept getting knocked down. I had to crawl on my knees because the floor was shaking so violently. We thought the house was going to collapse. As soon as it subsided a bit, the three of us made a beeline and out the front door. No light. No power. I looked up at the sky, and I'd never seen so many stars in my life. I sat down and my wife and I looked at each other. All we could see were fires.

I was known as Captain Emergency in my neighborhood. I had an earthquake survival kit my garage. We had a major underground pressurized natural gas field behind our house. We thought we might blow up at any minute. I was able to turn off our gas line with the wrench in my earthquake kit. I realized we really were on our own. I was able to provide first aid to my neighbors.

Jim Allen, Hurricane Katrina.

On August 29, 2005, the world that I had known changed. The vast majority of our distribution lines were on the ground; a huge catastrophe. Our buildings were destroyed. Half of our employees lost their homes. Competing with 60 thousand other people looking for housing. We had to host over 12,000 contractors with no hotels, no gas stations. Power was out for 12 days. After Katrina, we've seen a large number of resignations and retirements. It's hard to fill those jobs. We are greatly concerned whenever storms start to form. Impacts to our people and our company were quite devastating, but we had a disaster recovery plan that worked.

On a personal note, we had all our important personal and financial papers in a concrete safe. We never found it; it's probably somewhere in the bottom of the Gulf of Mexico.

Mark Shelton, 2006 Ohio floods

About four years ago, our disaster recovery manager called me because an overflowing toilet had collapsed a ceiling and displaced 300 of our employees. As well as documenting the damage, I sat on the Disaster Recovery Board.

We had floods in Ohio this year also. (use slide photo). Used some of the disaster recovery techniques I learned at work in my neighborhood.

George Welles, US West Executive RICO Indictments

I had quite a shock one morning when my boss called me in. Two of our top executives had just been indicted under the RICO Act. For the next six months, I planned strategy with our legal teams, our PR counsel and our top executives. It turned out this was a set-up, a way of the government getting back at US West for something they were happy about it. Had to do with US West putting a fiber optic cable in Russia. We don't want you to do that because we won't be able to monitor it. Cost the company 20 million dollars and its reputation.

And there are more...

- Dottie Hearn, Pacific Bell, San Francisco earthquake. Office & studio destroyed. Bob Bodine, Kaiser Permanente, injured in the same earthquake when a rack of equipment fell on him
- Jim Sheehan, J&J, Tylenol poisoning crisis
- Tom Densmore, Arthur Andersen. Enron collapse & Andersen leadership indictments.
- Jim Giroux & Chris Duncan. Corporate website & domain hijacked. 27000 pages of mission critical information. Jim had to field a call from the Wall Street Journal.

It can happen to any of us.

Do I have a current personal and family disaster preparedness plan?

Does my group have a current Disaster Recovery Plan?

Can I and my group help ensure organization survival?

How am I viewed in my organization?

Do I provide more than a service?

What can you bring to the game?

- Own the communications channels/media
- Experienced in crisis resolution
- Great community & industry contacts
- Help design & support disaster recovery center
- May have mobile production units of satellite uplinks
- Own the organization's visual history

Crisis Priorities

- Protect your family and yourself

- Protect your employees and their families
- Protect your content and files
- Protect your key production tools
- Protect your organization's core processes
- Protect your physical facilities
- One more on slide

Questions

Are your back-up vendors oversubscribed or vulnerable?

Do you have robust back-up power? Back up communications?

Do you maintain good physical facility security?

What arrangements have you made for employee families?

Do you have sufficient supplies to ride out a supply chain failure?

Are you prepared for an Avian flu or other pandemic?

Is your organization ready to work remotely?

Is your media vaulted on a real-time basis?

How good is your physical security? IT security? Media security? Employee security?

Do you have a realistic, current, well-tested and practiced plan?

Chris Duncan, Dow Chemical

We've looked at all our preparedness plans globally. I sit on the Corporate Crisis Communication Team. We meet monthly. 40% of our employees are on the Gulf coast. We had a direct hit on one of our manufacturing facilities there. We executed our plan and did not lose our network. Ordered a hundred travel trailers that afternoon and had housing for our employees in two days; our plant was up and running in three days. Every day that plant was down cost us \$3 million in profits.



Jerry Dobb & Judy Hubbard

Jerry Dobb, Ross Products

My story is a cautionary tale about a near perfect storm. I'm not going to say I was a victim of circumstances; I take some responsibility for what happened.

A Perfect Storm: The simultaneous occurrence of events which, taken individually, would be far less powerful than the result of their chance combination.

My Perfect Storm

- A new role. We had an opportunity to move to PR and Communications, which we were excited about. At the same time, I took charge of executive forums and meetings. I took my eye off my department and what was going on with communications.
- A new boss. My previous boss was supportive of what we did, but our new boss came in with an agenda to commit to pure public affairs. She did not understand what we did and why we were there. We worked at recasting our mission as an internal agency within public affairs, but it didn't help much.
- A new president. Wanted to form a new group, Integrated Marketing. Reorganized just about everything.
- A new organization. Included public affairs, but not particularly media services.
- A new area VP. She had a strong outsourcing model. Did not see any need for an in-house media capability. Wanted to use all agencies. I blame myself for not working harder to have a seat at the table. We didn't have all the metrics we should have had either. Had strong support from the President personally, I couldn't count on him to overcome his VPs.
- A "RIF" (Reduction in Force). My group was eliminated. Several people were let go, and others survived in other roles.
- A new reality. I still have a job. I'm working mostly with Asset Management.

Cassius to Brutus in Julius Caesar:

*Men at some time are masters of their fates:
The fault, dear Brutus, is not in our stars,
But in ourselves, that we are underlings.*

Lessons

- Keep core areas strong
- Personal relationships trump all; find and make allies!
- Have metrics, numbers, statistics, results, champions, surveys, etc at the ready. Communicate them to the people you need to,
- Move fast to get a stake in the ground during a reorganization
- Working closely with the top executive helps survival
- Be prepared with/for Plan B

Judy Hubbard, Sandia National Laboratories

An Overnight Challenge, with Solutions that Were Years in the Making

I'm manager of Video Production, auditoriums, video streaming

Video Production business came under fire. CIO met with a group of executives. Discussed a benchmarking study that determined that our IT organization was

not doing well, and needed to be revamped and new capital investment. They needed to find funding to fix the problem. The problem became mine when I saw a list of services they thought they could outsource, and Video Services was at the top of the list. Neither my boss or myself were at the meeting, so we heard this through the grapevine.

I report to Public Relations, as do all communications functions, and they understand what we do and are very supportive. Financially, however, we were under the CIO.

I was asked to provide some information, geared towards the answer they wanted:

- About outsourcing and why it's a good idea
- Cost savings Sandia would get
- Other reasons why outsourcing was a good idea

I immediately sent out an email to CMMA members, and I got a lot responses. Some of you provided good feedback, and if not advice, at least support. Thank you.

I chose both Flight and Fight as my response.

Flight: get out from computing for my financing

Fight: justify why I needed to move and why outsourcing was not the right answer

I told my staff what was happening, so they wouldn't hear it from the grapevine.

Some of my arguments against outsourcing:

- We already use outsource about 1/3 of what we do, and we manage it
- We have experience that's valuable and unique
- We understand the culture
- We're stewards of the taxpayers money, and we understand that
- Security risks for classified work
- Unintended consequences, such as time for executives to manage projects and supervise freelancers
- Copyright issues
- Duplication of services. Internal groups would try to do things inside, ultimately driving up costs and reducing quality
- Investment required by other groups, such as purchasing, accounting. Shifting of costs
- Made a business case for why internal communications were vital to Sandia

Results

- I did get removed from the list
- Got our funding moved to Communications

- On the downside, CIO wanted video streaming and the network. I'd like to fight that, but I'm choosing to pick my battles.

Lessons

- Everything you do matters
- Provide great service
- Build relationships with your executives
- Understand and support your corporate culture
- Be a good corporate citizen. Be lean and mean. Be responsible about downsizing when needed; outsourcing as appropriate.
- Capture your metrics
- Be providers of communication solutions

Communication & the Consumer

A CEO Perspective

Michael B. McCallister

President & CEO, Humana, Inc.



In early 2000, we announced that we were broken and that things had to change. We were staring into an abyss. One of the 10 least admired companies by Fortune Magazine. That's where we started from. It was a perfect time to become CEO—no place to go but up.

Our direction: the consumer has to become the center of healthcare. All companies are shifting costs to the employee; so consumer has to be the focus. We wanted to focus on the individual even if the employer was paying the cost. We had no credibility in our industry. Thought we were dumber than a post. We did not give up.

We had a huge communication issue: within our company, and externally to our consumers. It's been quite a journey. Our message was clear:

What we have is broken.

There is a way out.

The consumer is the focus.

Consumer-driven health care is a set of products to most people. We think about this differently. It's much broader than that. We're perhaps at a "7" internally, and "3" outside, so we continue to push it.

We measure our success differently. I no longer concern myself with customer satisfaction. Traditional customer satisfaction in our industry because traditionally you as employees were accustomed to low-cost health care with great benefits. Customer satisfaction is measured against completely impossible metrics: free, comprehensive, available next door.

New measurement: how competent were you at making choices about your healthcare. Did you get the best deal you could, did you get the information you needed to make decisions, do you feel good about the results.

Another thing we did was create a strong, simple strategic direction that had to fit on one page.

Communication challenge is ongoing. Have an aggressive external communication plan. Includes having myself and two other executives hit the streets and talk about our message to media, political groups, financial groups. We use all forms of media. Repeat. Repeat. Repeat. Stay on point.

New Tools

- Internet is huge for us.
- Very little paper.
- Free, fast, efficient

Targeted advertising

- Medicare
- Expanded to 43 states from 26 to introduce ourselves
- Exploit the power of our brand. We've come a long way; have best brand recognition in our group.
- Our share of voice is huge compared with other health insurance companies
- We've only just begun

Three Take-aways

- Be very bold about what you say; grab attention.
- Be clear, consistent, simple in your messaging.
- Be very aggressive in advancing your brand and reputation.

We're no longer in the bottom 10; we're now 6 in the top things. We're proud of what we've accomplished to date.

Q: How do you take the incredibly difficult documents about policies and make them simpler?

A: We got rid of certificates of insurance. Don't send them out anymore. Make them available online. Put a search engine to highlight difficult terms and use pop-ups to define them. Paper copies are available if requested. Still send out a lot of paper, but we're working on it. One of the things we're piloting is comparable to the brokerage statements we all get. Looks just like that for health insurance. Medicare people get it for their drugs. A monthly report in English. If you had a bad knee, that's what it says. All doctor visits, prescriptions, tips for how you could have save costs.

Q: As a CEO, what challenges do communicators face in terms of making a difference in our organization. What are our weak points.

A: I've been with Humana for 32 years, so I haven't had much exposure to other communication organization. I expect our communications folks to understand our strategy better than anyone. Then be aggressive about organizing and planning where I should be and what I need to say. Refine and develop the story and the message. And give me feedback on what I should or should not have said.

Q: As we see corporate America unloading benefits, where are we headed as a society with healthcare?

A: I think we have one more pass around the idea that healthcare will be partially private. Having consumers involved in their healthcare choices is critical in this process. 165 CEOs in Business Roundtable would love to have the government take it over. Fair number of people ready to give up. It is unsustainable for employers as it exists today. Fastest rising cost in every company. Energy costs never popped up above healthcare costs in the Business Roundtable. And not getting good value for money. Not organized; not productive; everyone's paid the same—wrong incentives. We pay for illness, not for preventative care and monitoring. Have to break down notion that businesses have a paternal responsibility to provide healthcare. Humana costs for our associates have never been above 4% increases. Average deductible gone from zero to \$2300. We still cover 84% of the cost; employee 14%. This is possible because of different decisions by our employees and them taking responsibility for keeping costs down. I'm an optimist about private healthcare, but if we don't fix it, the government would take it over. Cost trends for nationalized healthcare are up and up. The way costs are managed by "wait in line."

Q: Do you see health insurance companies moving towards prevention and not just paying for acute care?

A: I don't know how the whole industry will respond, but that's the direction we're headed. Set up incentives for wellness. Weigh yourself every day. Use a pedometer with a USB port to the Internet to track your steps. Activity level of people with pedometers—which they have to pay for—is up 4% in a few months. I don't know if it will impact health yet, but I want to find a way to reward people who do preventative health care in lower costs. Money matters. Give people choices; don't force them, but have financial consequences to not taking responsibility for your own health.

Q: Talk a little more about government insurance vs. private. With baby boomers getting older, a lot of people will be moving from private to Medicare.

A: Medicare is in deep trouble. Much worse than Social Security. Baby boomers will have a different mindset about healthcare and choices. Different history in terms of relationships with health insurance. But bringing an entitlement attitude that won't be able to be sustained. Will have to change Medicare. People with more resources will pay a lot more for coverage than those who don't. People won't retire at 65; won't be able to afford it. Huge tax increases or cuts in benefits are inevitable.

Q: How are you dealing with the privacy issue as you move towards rewarding people for preventative healthcare?

A: Very difficult. The insurance company you have is critical for that privacy wall between you and the company. I can find out how many diabetics I have in

my company, but not the names, for example. It's not that difficult to blind data. Data is powerful in our industry; we have to have it, but have to protect the individual.

Q: If you're giving this talk to us in five years, what has changed?

A: Much more rich environment around price and value information. Medicare database will become widely available. Get quality nailed down to some extent. Much more robust environment of information that will make you a better buyer. A lot more high deductible plans. HSA accounts much more prevalent.

Q: How do you get care providers the bandwidth they need to look at the data and records before they see the patient?

A: Most doctors' offices are small businesses; only 17% have electronic records. Only takes about \$40,000 to do this, so it's not money. It's inertia. Have to have enough benefits that doctors routinely change the way they do their business. Real time claims adjustment...insurance coverage verification...e-prescribing drugs online to reduce errors, etc.

Management Topic-Go-'Round

Dick Van Deusen, Media Strategies, Inc., Moderator

Nine critical management issues facing communications media managers (based on survey of CMMA members)

Critical Success Factors

1. Strategic positioning
2. Managing the creative staff
3. Coping with increased workloads
4. Measuring ROI
5. Maintaining technology currency
6. Finding effective management tools
7. Democratization of the media
8. The IT interface
9. Managing change
10. Defining benefits of our products & services, not just features



Q: What are people measuring and how do you go about doing it?

Responses:

- We use a dashboard to track just about everything, from minutes produced to costs, number of programs, etc. Nobody's ask for it yet, but we hope we're ready.
- The challenge in this are is nobody cares about it until there's a crisis. The problem is that until that crisis occurs, you don't know what management will want to know. Need to be able to translate your data into what management wants. Look at what other departments are measuring within your organization.
- ROI is always an issue. Can be defined in many different ways.
- Focus groups with end user of your products and services is critical.
- Consider tracking utilization rates. How many hours doing work requested by corporation...billed to a client...non billable hours.
- The tangible things are easy—how much work did you do and what did it cost. The less tangible things—the home field advantage—are more difficult to measure. Make sure you are visible at the highest level of the organization.
- Quantitative measures are relatively easy to track. We had a staff reduction last year. Company was not interested in how busy you were, but what were you doing and how important was it to the company. Much harder to measure, but the only ones that really count.

Q: What project management software do you use?

Responses

- Customized software made by my IT department
- Can be done in Microsoft
- Xytech's system (one of our Partners). Everyone really likes it. Schedule and bill every piece of work. Generate reports monthly. Can be customized.
- Schedu-all less expensive.
- I think I have the cheapest solution, created online in purl. 40 hours of billable time using open source code. Willing to share it. Build your own if you possibly can: cheaper, great buy-in. Tracks billable hours, narrative of everything done on a project. (John Clarkson, Boy Scouts of America)
- Microsoft Project in combination with Microsoft SharePoint can work well.
- Base Camp, created by 39 Steps.
- Find out what you need to track first; then determine the appropriate system.
- Have to be very careful about inexpensive. By the time you keep on adding features, you can spend as much as you would for an expensive, full-blown system.

Q: Strategic Positioning. How do you accomplish it?

Responses:

- Two months ago, we were invited to pitch our original ideas for branding. We were given the same amount of time as the agencies, and we got the work.
- Manage the communications channels. Get control of as many of them as you can. Build the strategic presentations that will be presented. Align the communications channels to support the strategic direction of your executives. Develop a communications plan and calendar.
- Where you are positioned within the company is key. If you don't have access to strategy, you can't support it. You'll be doing busy work.
- Establish yourself as partners with your executives. Smart executives know they succeed by motivating and engaging their employees. We help them to that.
- Keep your ear to the ground. Invite yourself to meetings. Worse case they'll say no, but they will still respect you for asking.
- Make sure you're at the table; understand what the strategic goals of the company are.
- Focus on strategy, but remember you client is not buying strategy, they are buying a tactic. Strategy won't pay the bills.

Q: We are a shop that does not charge back except for out-of-pocket expenses, we are now facing deep budget cuts. What should I do?

Responses:

- You have to outsource at least part of what you're doing. Decide what functions you could send outside without too much risk.
- Handholding is why I'm successful. Don't stop doing that—even if that's all you do? Take care of the client and hold their hand.
- What you let go you'll probably never get back. Protect your training; protect your people as much as you can. Give up your software and equipment, and get by. You can always upgrade those later.
- Talk to your sponsors and determine what's really important to them and what they want to accomplish. They'll help you determine what really needs to get done.

Q: *We are a company of engineers; they like to do their own things.* They love new consumer electronics; want to use cool movies on these products to show them off. Don't understand this is a problem. Legal team supports me, but what we're trying to do is create some high def video that people will like and use. Free stuff is nature stuff, not Spiderman. So they use Spiderman and hope I don't find out. I put our communications attorney in the loop for review; that has helped someone. My dilemma is giving them something to use that is just as good. But of course they want it to be free. How do you deal with this?

Responses:

- Ask your IT department to use software to scan employee computers for this kind of stuff and get it removed.
- Anybody use a check list that I can give out to my producers and tell them to fill it out before I ever see the product. Not just branding, but what standards you use.
- Have law department talk to offenders. Their response: nobody's going to see it; it's too small on this device.
- We became the copyright cops. I was not comfortable with this, but asked legal if there was someone on their staff who could be my first filter. They assigned me someone, and now I just throw it to the legal department.
- Buy the rights to some movie trailers. They are quite inexpensive—less than a thousand dollars.
- I run into this problem a lot with our leadership group, since we're based in LA, the entertainment capital of the world. Pitch public domain content. Tends to be mostly black & white, however.
- I pay the rights to Motion Picture License Association that allows me to play a portion of a DVD; costs based on number of viewers.
- Get stock footage; ask your editor to cut together an exciting piece with great music. Come up with a creative solution. Enables you to choose shots that are close up and will show up better on a tiny device than a widescreen movie.

Q: We're starting to get asked more and more for formal communications planning documents. Does anyone have a template or tools we could use.

Responses

(Several members volunteered to send a sample.)

Q: I would be very interested in some discussion on chargebacks and how people do it. How does it work for you, and how would you prefer to do it if you could redesign your system. What do you like or not like about your system?

Responses:

- We are full chargeback. We're below market, so we save our organization money. I like a chargeback system. I sometimes call it a nuisance charge. It keeps me from doing projects that should not be done.
- I also like chargebacks, because that's how I can not have to say "No." If you charge for services, you can say yes but using outside resources. There is a misperception I think that if you don't have to charge, you are free. We aren't free. We cost our organizations real money. Our clients do pay one way or another. Talk about value for money, not free.
- We do remind our clients they are paying for us, even though we don't chargeback. We're first/come, first/serve. It helps me with getting business early in the year. If a client comes in early, it's "free" because I don't have to use outside resources. If they come in last minute, they pay for outside resources.
- Prepaying for services is another way to go. Divisions budget what they expect to spend, and that gets put in my budget. Let them know how they're doing against budget.
- We've had a chargeback system for at least 25 years. Helps us rationalize new equipment and new resources. We have a set budget, but if we go over budget, we're fine as long as we've been able to charge it back.
- I don't think it has anything to do with whether you're saving the company money. You have to figure out what works in your culture. I have to make profit for stockholders. That drives my cost recovery system. Align with your organization's culture and expectation.
- I love chargebacks. And I've worked under every type of cost recovery system in my long career. If you don't chargeback, there's a perception that it's free. And you get what you pay for. They don't value your services as much, and they don't commit the resources they need to the project.
- Sometimes I'm the highest in my market. I don't apologize for that. Perceived value.
- I pass on outside costs only. I was asked to look at a full chargeback system. There are financial implications in terms of accounting and bookkeeping procedures. Company decided it's not worth it.

- I'll be the rebel in the group. We don't charge back. Who are you missing if you have to charge back your costs? Certain groups get funding; others don't. If a group doesn't have adequate funding, they can't communicate. If you have a good approval process in place to make sure the communications projects are strategic; that's more important than charging back. The big cost is not the cost of production. That's a drop in the bucket compared with the cost of the employees' time to watch that program. Have to do a cost/benefit analysis.
- Don't try to go against the company culture. Don't be the only chargeback group. Fit into what works in your organization.

A: How do you measure the value of the work you're doing?

Responses:

- The web helps us. We know who's downloading files, whose paying attention. We should measure attention, not costs. Can't measure engagement, but it's a start.
- We make a point to survey every one of our customers, and we push for them to convey back to us the productivity or results. Did it really work? Online survey.
- Meet with the client. Conduct focus groups.
- You have to understand for your own organization what you need to measure.
- Drill down as far as you can to the client's objectives; what results are needed. If you can get to that level and tie your project directly to that goal, then you have a valid measurement, i.e. increased sales...reduced safety issues, etc.
- The only measurement that really counts is whether or not you are adding value at the bottom line.
- Unintended consequences is another valid measurement. What's the cost of a sexual harassment lawsuit? What's the cost of a disability claim from an accident? Etc.
- A properly written communications plan will have objectives and measurements that you can go back to and see if you've accomplished what you said you would.
- We use a project acceptance form that requires the client to be very specific about desired objectives and results.

Q: How do you deal with staff with less than optimum interpersonal skills?

Responses:

- Fire them. Sometimes it's the best solution. If the employee is affecting the rest of the team and/or your clients, let them go.
- Use your review process. Document attitudes as well as accomplishments.
- If someone's not contributing to the team, they don't belong there.

- Give clear expectation of what has to change; provide training as needed; if they don't measure up, let them go.
- How someone does their job is as important as what they do. Make sure those skills are part of the measurement system.
- Remind them that the bottom line is what we're all about. Creative people sometimes are more vested in their creativity than in business objectives.
- I use a different approach. I spend most of my time on people issues. I assume everyone wants to do the right thing. You have to spend time to get below the behavior and figure out what's going on with the person. Behavior can change overnight if you get down to the underlying issues.

Q: How do you integrate a new employee into a really cohesive team?

Responses:

- Team-building exercises; spend time together.
- You as the manager probably didn't do a good job of introducing the person. Have to be proactive up front.
- Involve the team in the hiring process. See how they interact with the people you already have onboard.
- Assign a mentor for the first few weeks to help them adjust and get integrated into the culture.
- If you're both a manager and a working producer, we may forget the impact of what we do or say has on others. Your attitude will be reflected in your staff's attitudes. Have to be very careful not to project the wrong image.
- *Crucial Conversations*. Recommended book for learning how to counsel people to better performance.

President's Circle Partner Presentations

Tom Percich, Diversified Management Group (DMG)



DMG is a Managed Service Provider (MSP)

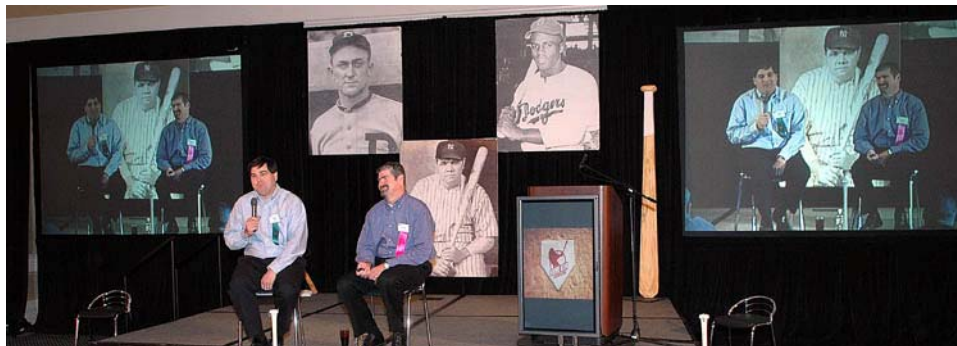
Satellite Digital Television – From Production to helpdesk
IPTV – IP technology with Video-On-Demand
Content Aggregation – Cable channels, Stock quotes, ...
Dynamic Digital Signage – Real-time communications, text messaging, emergency communications
Disaster Recovery – Two-way satellite systems
Networking – Satellite, terrestrial and wireless



Connect easier. Communicate better.

Case Study

Chris Duncan, Dow Chemical



Tom Percich and Chris Duncan

DMG offers true end-to-end communications solutions to Dow Chemical:

- Complete Remote Production
- Global Satellite Delivery
- Satellite Downlink Installation
- Help Desk Management
- IP Streamed and MPEG2 DVB Broadcast
- Two-way Satellite Disaster Recovery Network

Building Strategic Alliances: A mutually beneficial long-term formal relationship formed between two or more parties to pursue a set of agreed upon goals or to meet a *critical business need* while remaining independent organizations. Diversified is one of our key strategic partners.

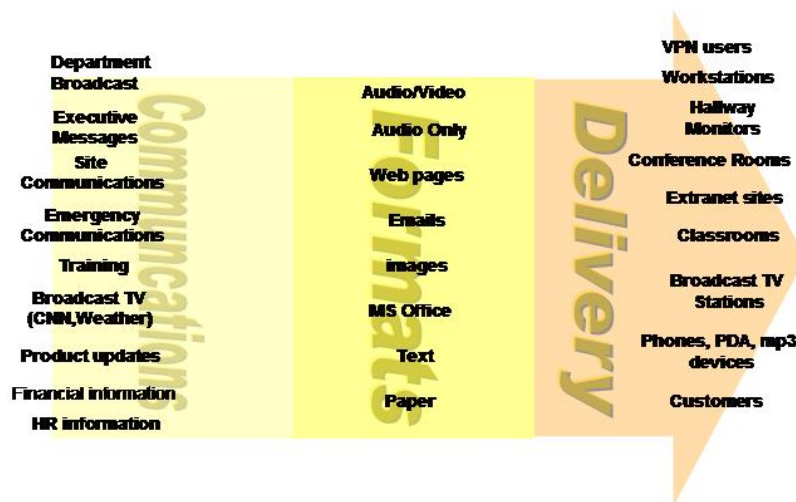
Moving from tactical to strategic goals

- Simplify the technology
- Enable our clients to communicate to their customers (internal and external)
- Offer competitive services

Dow e-Communications
Dow Communication Resources



What – How - To



Enabling the Client

- Streaming video
- Video broadcast
- Videoconferencing
- Content creation
- Web development
- Duplication
- Event support
- Broadband or like system

Stay up to date

Upgrade

- Your capabilities
- Offer the new technologies

Standardize

- Work with your strategic suppliers to offer the latest and greatest as a standard across the company

Centralize and streamline support

Need For Change

- Need for cost-effective ways to communicate
- Phase out of older technologies
 - Standard TV obsolete 2009
 - Approx 2500 - 3500 TV's in Dow building in US
- Other media transitions
 - Tape to DVD
 - Digital video
- Expansion of Technologies
 - Streaming
 - HD Videoconferencing
 - Video to Smartphones and PDAs
 - Podcasting
- Businesses and Functions are looking for a Central Location for Communication Needs

new e-communications
Dow Communication Resources



Franchise the Businesses

- **Standardize Technology Platforms**
- **Create standard offering for**
 - Videoconferencing
 - Billboard Systems
 - Satellite / Streaming
 - AV support
 - Conference Rooms
 - "Managed Sites"

All accomplished through strategic partnership with Diversified and with SPL—CMMA's two President's Circle Partners.

- Work with partners to help create turnkey solutions
- Find ways to offer the turnkey solution to new clients
- Strategic partners are not after your job; they are there to make your job easier

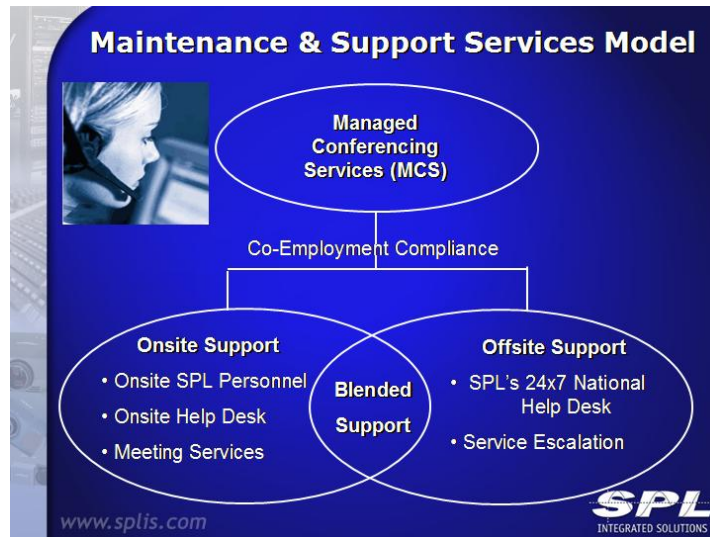


Phil Dalen, SPL

Congratulations on your 60th anniversary. We appreciate the opportunity to work with you as a Partner.

SPL: *We make meetings work.*

Technology has to work, but that should not be the focus of the meeting. SPL is the leading nationwide audio and video integration company, sharing experienced resources and using consistent procedures to complete projects from 23 offices.



Onsite Support Services Overview

- Requires a staffed, on-site, fulltime team dedicated to the management of all of the clients' audio and video meetings.
- Could include an on-site 24/7 help desk providing support for all service and maintenance requirements of all of the clients's audio and video assets.
- Technicians chart outlines experience and responsibilities for different levels of technician.
- Procedures manual to be written in cooperation between client and service provider
- Schedule facilities
- Schedule hardware preventive maintenance and emergency service
- New technology consulting
- Customized reports on performance

Offsite Support Services Overview

- Requires access to a 24/7, collaborative communication Help Desk
- Access to Help desk is via toll-free phone
- Services are available on one, two and three-year contracts

- Offers flexible service levels to make the program cost-effective for any size organization
- Real-time trouble ticket tracking and reporting
- Global support for international installations
- Access to support from major manufacturers (such as AMX, Christie, Crestron, Sharp, Sony, Tandberg, Polycom, etc.)

AV and IT Global Trends

- Converged delivery of audio, video, conferencing, data
- Improve productivity of your meetings and conferences
- Centralized scheduling of conferences and conference resources
- Integrate a scheduling and network management tool for the scheduling of personnel, rooms and the resources within those rooms
- The next step is real-time collaboration communications at all levels of the organization
- HD Videoconferencing to improve quality of experience

Enterprise Forces

On the enterprise market each client is trying to:

- Create a better “User Experience”
- Drive Efficient use thru conference technology
- Lower Operational costs yet improve the ability to meet quickly and effectively.
- Allow for the availability of unified conferencing and collaboration tools that make conferencing easier to use
- Integrate video with other enterprise desktop software
- Acquire lower cost networks and endpoints for both room and personal systems

High Definition Catalysts

- Globalization
- Technology drivers
- Consumer HDTV

Why High Definition Video?

- Interaction is fundamental to human experience
- Video communication is about replicating real-life human interaction
- The quality needs to be better than the viewer’s eyes and ears can interpret

Halo

- An entire room solution
- Sell at the most Senior Executive Level
- Sell the Experience
- Single use facility for videoconferencing
- Architectural design of all elements

- Room shape and size
 - Acoustics
 - Lighting
 - Furniture Design
- HD Technology
- Awareness of the need to apply good architectural design principles in communications facilities
- SPL partners will all the leading manufacturers

The ABC's of Non-Sales Selling

William Neff, Phd. University of Pittsburgh

I have always been in sales of one kind or another. As a faculty member, I sell dreams to my students. The goal of my presentation this morning is to help you inspire your staff to be as committed as you are. You are all good sales people or you would not be where you are.



Selling vs. Communicating

- Do your staff members know they're sales people?
- Do their job descriptions require skills in persuasive communication?

Selling: the Heart of Interpersonal Relationships

- Asking questions
- Understanding needs
- Negotiation
- Persuasion
- Leadership
- Effectiveness
 - Ability to sell your ideas
 - Convince others to your point of view

Things I Know I Know #1

I know that the key to discovering someone's problems and concerns is asking good questions.

1. Situation or survey questions
 - Develop knowledge about possible problem areas
 - General to specific
 - Planned in advance; bring notes
 - "Tell me about the new challenges ... you are facing..."
 - "What types of media do you prefer..."
2. Probes to discover underlying issues
 - Don't accept first response at face value
 - Play back the answer to let speaker know you are listening
 - Ask a clarifying question
3. Confirmation questions
 - More specific
 - Verify accuracy of your understanding
 - "If I understand you correctly, what you're telling me is..."
 - "I want to be sure I'm clear about..."

4. Solution, need-satisfaction, need-payoff question
 - “What benefits would you see if we...”
 - Help the person take ownership of the solution
 - If they see it as my solution, the monkey is still on my back
 - These questions may lead to uncertainty, or new issues. Start the question process over.

Getting There with Your Staff

- Understand the process/sequence of asking questions
- Opportunity for practice and receive feedback
 - Create case examples from your own work experience
 - As teams or individuals, have them develop specific questions
 - Practice question/answers in roleplays
 - Observe and give feedback
 - People don’t usually get it the first time; they need repeated practice

Things I Know I Know #2

I know that handling concerns effectively is a key to sales, to satisfied employees and to the establishment of long-term business relationships.

Five Step Process

1. Listen.
 - Hear them out.
 - Watch the person carefully.
 - Listen for the feelings behind the words.
 - Don’t interrupt
 - Don’t jump to conclusions
 - Play it back
 - Be sure you’ve understood
 - Dignifies the person by letting them know you understood
 - You may not get it right; ask them to go over it again
2. Question Down
 - Find out what’s going on that is below the surface
 - What someone tells you may not be the real problem
 - What’s being said may not be the whole story
 - Who, what, when, where, how
 - Avoid “why” questions
 - “Why” in our society is a very negative question
 - Generates resistance; emotion
3. Acknowledge the Concern
 - “You’ve raised a good point...”
 - If validity of what they say is in question: “I understand how you may feel that way, but...”

- Telling someone outright they are wrong doesn't work. You may win the battle, but you'll lose in the long run.
- 4. Answer the concern
 - Look for a compromise
 - Compromises are better than winning
 - The relationship is primary
- 5. Assure acceptance
 - Make sure you and the customer are in agreement
 - "Does that answer your question..."
 - "Does that put that matter to rest..."
 - "Are you satisfied..."
 - May have to backtrack through the steps if you don't yet have acceptance

Getting There With My Staff

- Role model the process when they have concerns
- Build confidence and comfort in the process through success experiences
- Practice opportunities that help build confidence
 - Collect customer objections
 - Discuss and role-play resolving those objections, using the five steps
- Encourage people to share their successes and celebrate them
- Express a willingness to help one on one

Things I Know I Know #3

I know that it is everyone's job to build commitment.

- Everyone who interacts with a customer is responsible for building a relationship with the customer that builds commitment to a course of action that brings value to the customer and to the organization.
- Most of us sell by presenting features and benefits, assuming the customer can make the right connections to answer this question: *What's in it for me?*
- You have to answer this question for the customer. Your staff needs to know the benefits of your products and services and tell the customer about those benefits that will impact them. Can't do this if you haven't done a good job with asking questions.
- Confirm acceptance of the benefit
 - I never thought of it that way
 - Uh-huh

- Ah ha!
- That's important to you, isn't it
- That would really make a difference
- No surprises

Getting There With My Staff

- Need to understand more than features of your products and services; they need to understand the benefits.
- Be able to state a benefit, describe the features, illustrate the advantages, personalize it for the buyer
- List everyone of your services; describe the features, advantages and benefits
 - Features are easy
 - Advantages are fairly easy
 - Common to everyone
 - Benefits are difficult
 - Tendency is to repeat advantages
 - Benefits answer the *What's in it for me?* question
 - Personalized; unique to each customer
- Goal is to get you staff to be able to speak in benefits, not features
- People want to deal with people they know, like and trust; get your staff focused on building trust and rapport

Help Your Staff:

- Become *good* question askers
- Not make assumptions about the customer
- Become better at handling problems and concerns
- Be better able to build commitment

Q: I use a lot of freelancers and contractors. I can't train them all in the things you're talking about. What if I have an editor whom my clients don't like. Should I stop using him?

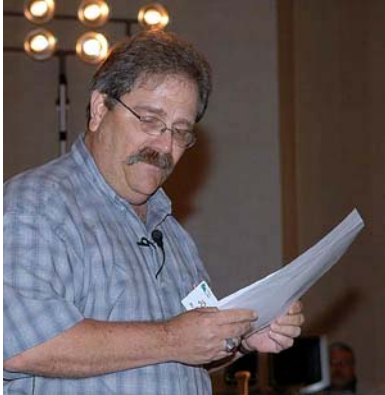
A: Depends on your objective. If you're trying to build a long-term relationship with a client, you may not want to use that editor. If you're just trying to get the job done, may be okay.

Best Buy: We've established guiding principles for our department. We school all our freelancers on our expectations.

BMW: Warn the client in advance that the editor has no social skills but is an excellent editor. Be patient with him. That helps.

Q: We have a long list of questions we ask our customers. But how do we get to the benefits? Is there a formula for getting from features to customers?

A: No. It's personal to each customer. Have to listen to the customer and be able to translate the features and advantages of your product to benefits for that particular customer.



Technical Topic-Go-'Round

Josh Bayer, Mine Safety Appliances, Moderator

Q: *We do a meeting monthly with two groups of about 500 in two different locations.* Also video stream the content. Need PowerPoint slides synchronized with the presentation. Always a delay in real time. Builds and animations don't work at all. How can I make this work? Pushing the elephant through the straw.

Responses:

Send the original file out to three place. Need multiple keyboard control from one keyboard. Product probably exists.

KVM is the product you need to control multiple computers. But can you get control pulses over your LAN? Should be able to. This is an IT solution, not a media question.

Q: *We're losing one of our studios and looking into virtual set. Any good or bad stories about virtual sets?*

Responses:

We went with a thing that popped up on Goggle when you type in virtual set. We shoot a lot of stuff on green screen and it works very well. I think the name is Virtual Studio. Get eight different "sets;" we use about three. Done in 3D, so you do get different angles, which is important.

We went with the expensive ORAD virtual set solution. We struggled for five years to get a set designed with people motion in mind. You need people who think like architects. It's easy to put one person in front of a background, virtual sets work great. We tried 3D training, interns from art schools. So far, we have not used this system to its full potential.

The ORAD system is one of the best ones out there. But be prepared for the second part after you buy it: designing 3D environments that people can move in. Better to hire someone out of New York or LA who are really good at this; make that expense part of the budget.

Q: *How do you charge back for freelancers?*

Responses:

We charge back the costs directly to the client.

We charge back all outside costs. Our staff is on salary, and we don't charge back staff or facility costs. We're moving towards a direct billing process, so the charges will go directly to the client.

We do budgets and charge the client based on a rate sheet. For example, we charge \$1000 for a day of editing. Half of that covers the freelance editor. Don't charge for creative. Try to be 60% of cost.

We charge back 100% of outside costs; 82.5% of all other costs. Managers don't get a bonus if we don't meet our goal.

We were 100% cost recovery, but I now get some funding for what I call maintaining core services. We still charge everybody for everything, but our rates are much lower because of that funding.

Think twice before you let your clients pay bills directly. They won't understand them and may question the charges.

We've gone through a complete transformation in the past couple of years, including all getting laid off. Do benchmarking. It's saved our jobs. Know what outside costs are. Don't just hand them bills; give them a comparison with outside and the savings for using you.

Q: *How do you webcasting with severe bandwidth limitations? And what do you see as the future of satellite networks?* The back history is that we have a very successful satellite network. Concurrently, our new marketing person wants to know "why". Is satellite still the best solution. I've agreed to undertake a Six Sigma project around this issue to determine the best channel.

Responses:

We had the same problem with a small pipe for webcasting. Our President demanded the capability, and that made it happen with IT. We have to use small windows for video, but it's working.

Video is a continuous stream, even though the packets may be small. A LAN is a lot of packets running through a pipe. Data, by contrast, can be broken up and arrive at the end of the pipe at different times and put back together. Video can't. Have to work carefully with IT to carve out a portion of the LAN for video.

We went through a similar Six Sigma process. Result is we're going from 82 to 124 sites for our satellite network. It's cheaper for me to use our satellite network as a backhaul for our streaming video.

Satellite use is not diminishing. New networks are going in all the time, for both data and video. Broadcasters still use satellite networks, which is a good model for us. (Randy Palubiak, Partner)

If I were in any of your positions today, I would have a satellite network. Your organizations need a backup for data, and the satellite network can in an emergency carry your data and save your company if your network goes down.

Q: *Digital Asset Management. What are you using? Who has a system in place that's working well?*

Responses:

FileMaker Pro is working for us. Does a good job with video.

www.filemaker.com

We are currently putting a lot of money into a system called *Stellent* that can manage all media: documents, stills, video. It started out to be our system just for media; will interface with our client tracking system. IT has gotten involved; they've been looking for a document tracking system. It will become the system for the entire organization. Create once; publish many times.

www.stellent.com

Vignette Content Management is another system that can handle all media. You have to look at the return, because it's not cheap. More economical as an enterprise-wide system with scalability. www.vignette.com

Smugmug. An Internet system for images. \$170 a year for a subscription for unlimited images. www.smugmug.com

A word of warning. For any system, the most critical thing is the metadata, the kind of naming conventions that you use to label your images. Otherwise, you'll never find them.

Documentum. IT putting in for compliance and retaining paperwork. Can add images, audio and video, so we're looking into it. Will spit back the kind of file you need, .jpg or MPEG or whatever you need. www.documentum.com

Your database can come back and bite you real easily. Example, we have a number of people who were fired for unethical behavior. If we don't purge their images from our system, they could end up in materials down the road. Or at least tag the images as not useable. Have to be able to police the image.

We use *Documentum* also; have about 300,000 documents in there. We've looked at it for photography and video, but we don't think it will work. There is no one solution, in my opinion. We'll probably end up with 3 systems under one portal. Transparent to user; looks like one system to the user.

You can put a video file in a lot of systems. But be very careful how it handles that file. Won't show you key frames, for example.

Every image should have an owner and an expiration date. Owner has to review and attest that an image is still useable at least annually.

We had *FileMaker Pro*. It's case sensitive, and has no intelligence to deal with misspellings; we had trouble finding our data. *Artesia* is what we use for stills, but won't work for video. www.artesia.com We just purchased *Video Bank*; expensive, but we think we can go directly from AVID to the *Video Bank*. We're hoping it will be really good, but don't know yet. There is no one solution that works for all media. www.videobankdigital.com/

Don't do a lot of customization; you won't get support for it. Find a product that works as well as possible, but beware of customization.

Gold Partner Dream Team
Marv Mitchell, Mayo Clinic, Announcer
Alias Mel O'Dramatic

Eric Chavez, Vista Satellite, 1st Base

What talent does VISTA bring to the big game?

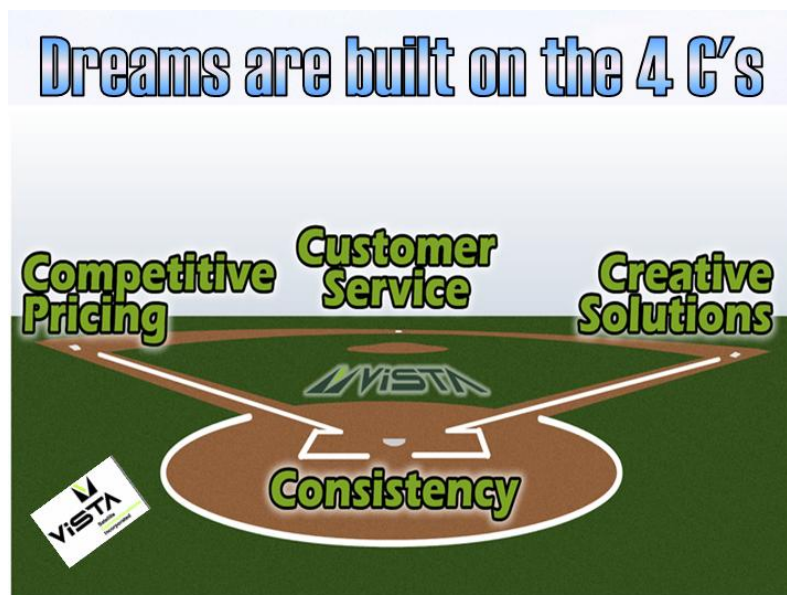
Business Lines:

- Full-time and Occasional Space Segment
- Transmission Services
- Production Services
- International Services
- Video News Releas & Satellite Media Tours
- "Live" Special Events
- Videoconferencing/Teleconferencing
- Special Events Programming
- Business Television
- Broadband Services

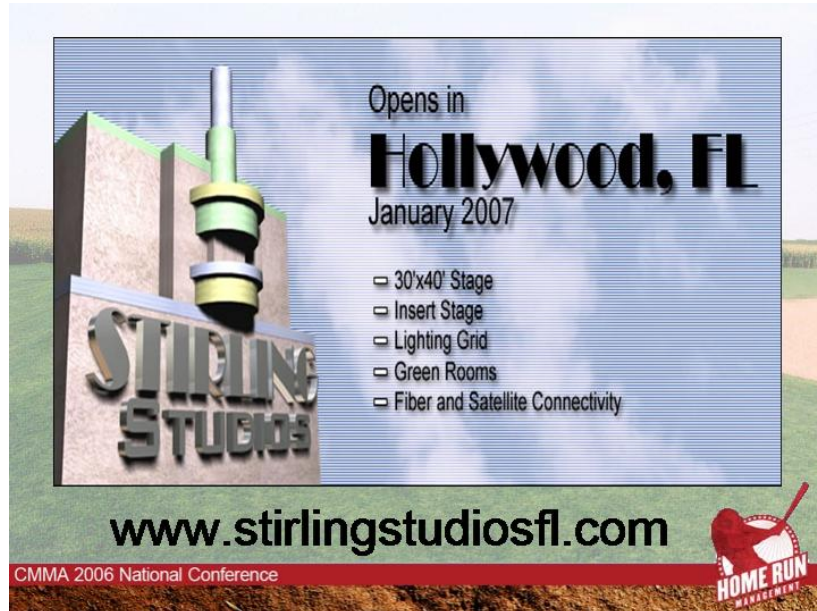


Is VISTA's team capable of playing in the World Baseball Classic?

We'll hit it out of the park!



What can you tell us about the new VISTA stadium?



What advice would you give to all your fans?

Keep your eye on the ball! Let us worry about the rest.

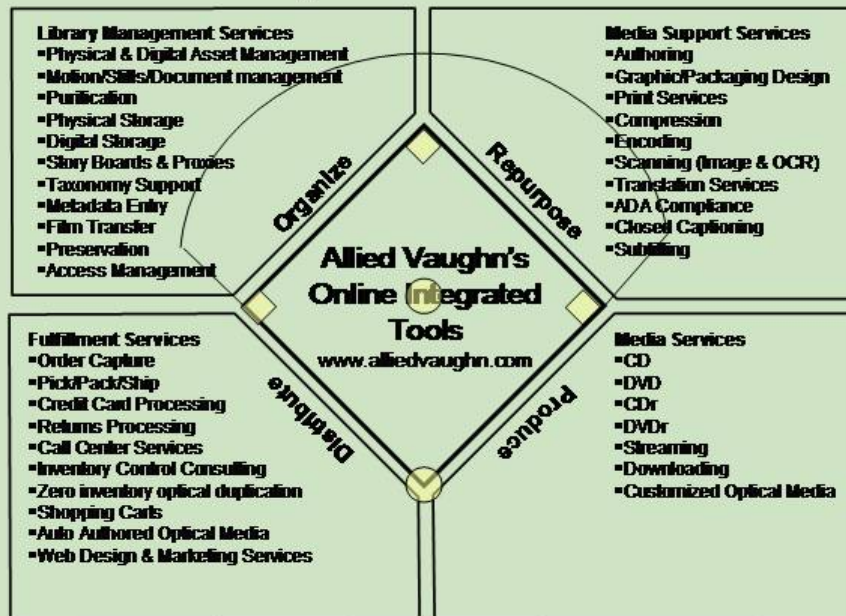


Vicki Weagley, Allied Vaughn, 2nd Base

Tell us what Allied Vaughn brings to the game.

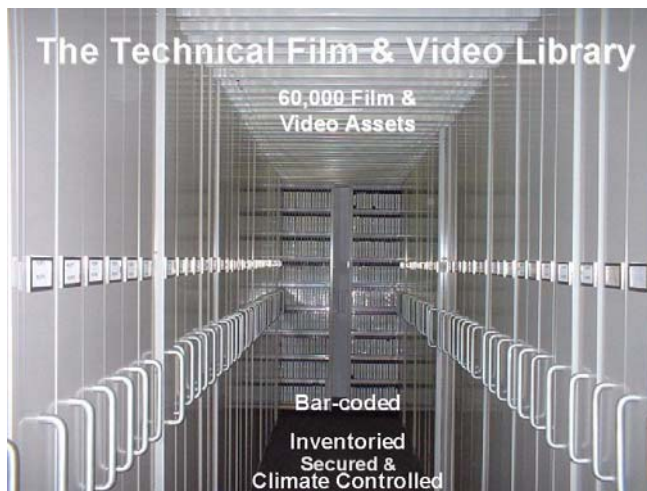
Allied Vaughn's products and services take you right around the communication supply chain diamond. We organize your assets with our Library Management Services, including Asset Management, both physical & digital, along with storage Motion/Stills/Document Management, Taxonomy Support, Metadata Entry, Storyboarding and more.

Allied Vaughn's Products & Services



Let me give you an example: We provide all of these LMS to a customer in Detroit you may have heard of...General Motors.

We house numerous libraries or collections for GM. This shot is of a small section of the General or Historical Library Vault. We have in excess of 50,000 film & video assets, co-located for disaster recovery purposes, along with six million still images.



The Technical Film & Video Library contains 60,000 film and video assets including highly confidential crash footage tests.

We not only have their assets bar-coded, inventoried in

climate & security controlled vaults, but with the expertise of our in-house staff we purify the collections, eliminating redundant footage, encode, scan and upload the material to GM's asset management system, all the while providing taxonomy support and entering Metadata in the database for easy retrieval.

Ed Giles, Broadband Learning Corporation, 3rd Base

Tell us about your strengths and what you contribute to the team.

Strengths:

Satellite Networks, Consultation,
Engineering Projects, Content Libraries,
Web-based Distance Learning

We've been delivering satellite signals for a long time, but our clients wanted more.



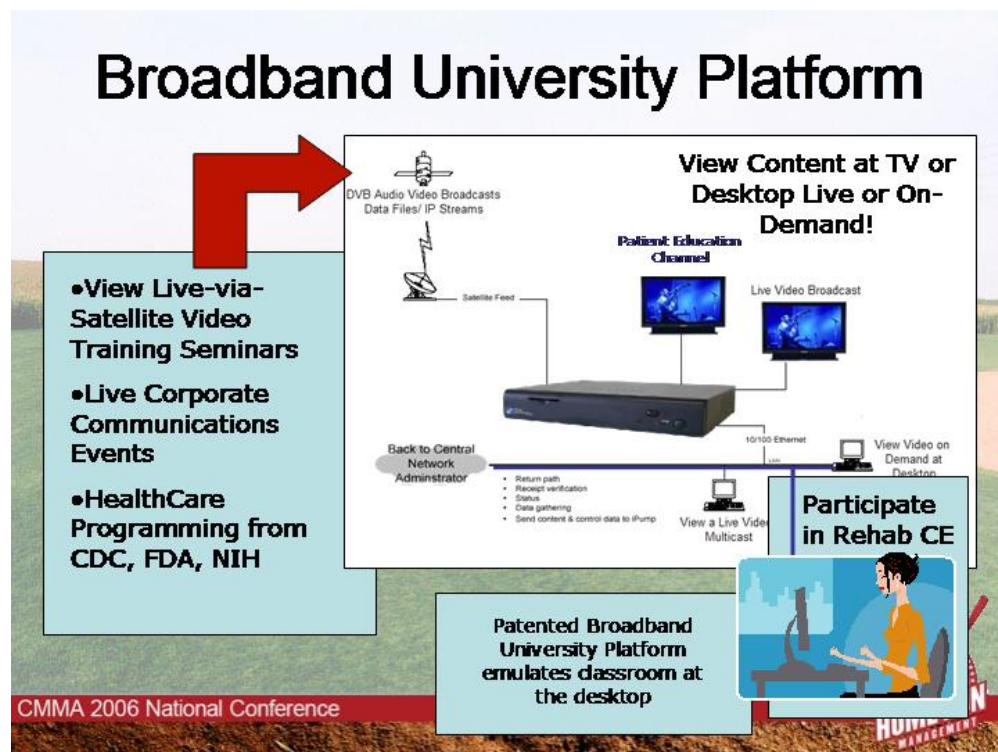
Distance Learning

- Need to know who's watching
- Need testing
- Need to verify participation
- Need to verify performance
- Need On-demand flexibility

Broadband University Platform

If we build it, they will come.

- Patented Web-Based Distance Learning System
- Full-Motion Video at Variable Rates w/ No Buffering
- On-Demand Flexibility w/ Rich-Media Content
- Integrates Questions & Testing Segments
- Verifies Both Participation & Performance
- Live Instruction Combined w/ PowerPoint, Video Clips, Animation, etc.– Full Classroom Experience at Desktop
- Delivered as IP Stream, CD, DVD or by Satellite
- Delivered to Enterprise or SOHO Environments



What can broadband do for the big leagues here at CMMA?

- Continuing Education: Hospitals/Healthcare
- New product Info/Training: Insurance/Pharma

- Safety Training: Energy/Transportation
- Education: Continuing Educ. & Degree Programs
- Can Be Private-Labeled
- Can Use Existing Customer Content or Can Produce Course-Designed Content

Let's bring out our shortstop...



Kevin Groves, Alpha Video

Strengths:

- Broadcast Engineering
- Custom Corporate Solutions
- Integrating AV with IT
- Professional Production Equipment
- Local service & support

Kevin, do you have any comments about the rest of the season?

Scouting Report

- VIP Network Distribution
- Desktop Videoconferencing
- VCOD
- Dynamic Digital Signage
- Customized Integration

How do you like your line up? Will there be any changes?

Roster Additions

- Network Engineers
- Programmers
- Services

Your past performance is impressive. Do you think you can keep it up?

Team Record

- Over 1000 Screens with CastNET Content
- Over 150 System Integrations in The Last Year
- 15 New Team Member Acquisitions in 2006

You bet!

Andrea Keating, Crews Control/Reel Cities



Everybody's favorite starting pitcher: let's hear it for Andrea Keating!

Keating came out strong in 1988 when she founded the crewing agency "field" here in the U.S.

A versatile entrepreneur, she plays multiple positions but specializes in the pitch and, of course—guaranteed delivery. Free agent to 2000 of the best video crews worldwide. Her company is batting .987 with a 98.7% client retention rate. She plays both internationally and domestically.

How can you guarantee your crews, Andrea?

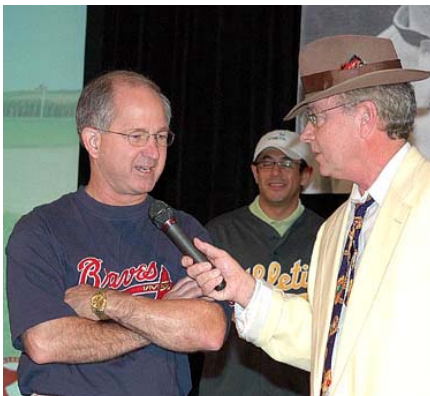
Careful vetting:

- Demo reels
- Interviews
- References
- Follow-up evaluations

What trends do you see in the industry regarding outsourcing?

A lot of companies are not building huge internal teams anymore. They're looking for good people they can use for their outsourcing needs.

Most important thing is to match up personalities with the corporate culture where the outsourced person will work.



Randy Palubiak, Enliten, Coach

Coach, tell the fans about Enliten's wide range of talents and services.

Strengths

- Manages Team of Hard-Hitting Industry Veterans

- Business, Applications & Engineering Consultants specializing in the delivery of video and media solutions

Consulting Services

- Application Assessments
- Assess & Advise Services
- Benchmark Studies
- Business Analysis & Roadmaps
- Cost Models & Justifications
- RFP Support & Administration
- Risk Assessment Analysis
- Technology Roadmaps
- Vendor, Solution Selection
- Vendor Management
- White Papers & Reports

Training & Information Sessions

What's hot right now?

It's digital time!

- Media will be delivered via IP
- Enliten can keep you up to date on MPEG-4 & VC1

How do you and Enliten keep up the winning....maintaining the loyal fan ...I mean customer base.

enliten

Helps Identify & Assess Your Communications Needs...

- **Your Business Drivers...**

U.S. CONUS SATELLITE DISTRIBUTION

U.S. TERRESTRIAL DISTRIBUTION

- **...Select the Right Delivery Solution & Vendors!**

CMMA 2006 National Conference

HOME RUN MANAGEMENT

Communicating for Engagement

Bonnie C. Hathcock, Sr. Vice President, Humana Inc.

You are all communications professionals. I would be out of my element if I tried to talk to you about communication. I will tell you that communication is critical to culture change. I am a communication advocate. I'd like to talk about how we communicate to *engage* our employees.

Information speaks to the head,
Communication engages the heart.
That's what we're trying to do at Humana.



Humana Inc.

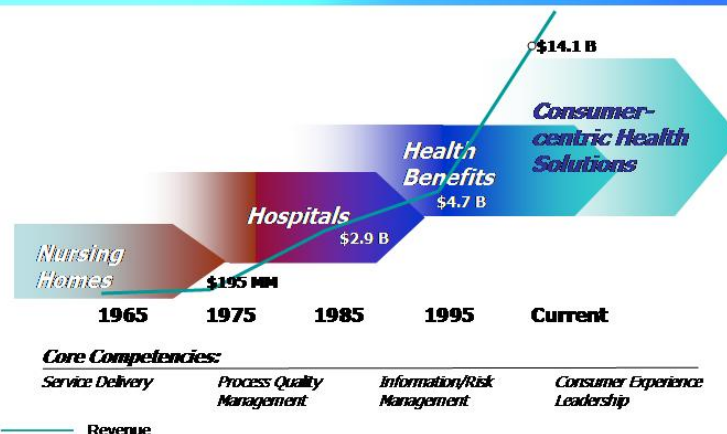


- Founded in 1961
- Headquartered in Louisville, KY
- Over \$14 billion in revenue
- Over 11 million health plan members
- One of the nation's largest publicly traded health benefits companies
- Industry leader in consumerism

HUMANA.
Guidance when you need it most

3

Humana's Transformation

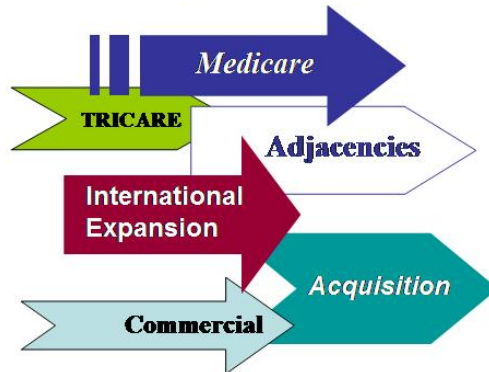


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Humana's Strategy for Growth...

... requires a strong Human Capital focus



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Guidance when you need it most

5

Humana's People Strategy



Engagement Aspiration:
"Flawless execution of our brand promise by emotionally engaged associates who create emotionally engaged customers."



Differentiates our brand promise

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6

The fundamental premise: Associate value drives Customer value drives Shareholder value.

Saying this and living it are two different things. Our senior leadership group is really pushing for our Associate value principle. For example, I see every piece of communication that goes out. Words are important. They need to be right, not loosely applied and modified at someone's whim.

Is *engagement* just a consultant buzzword? Or is it a sound principle?

Had its roots in 1990 at the University of Michigan. Dr. Robert Kahn, Professor of Psychology. He defined engagement as *"Employees expressing themselves physically, cognitively, and emotionally during role performance."*

Three psychological conditions of engagement

1. Meaningfulness—role fit
2. Safety—absence of fear
3. Availability—readiness

Meaningfulness

- Beliefs and values
- Ability to express their authentic self-concepts

Safety

- Unsafe conditions exist when situations are ambiguous, unpredictable or threatening
- Relationship with immediate supervisor has a dramatic impact on safety
- Supervisors who foster a supportive or safe environment
 - Show concern for associates' needs and feelings
 - Provide feedback
 - Encourage associates to voice concern

Availability

- Associates' own sense of their emotional, physical, and cognitive resources to engage in the work.

Definition of Engagement

An engaged employee brings his/her "A" game to work; goes the extra mile, and feels a strong sense of commitment both to and from the organization.

-Leigh Branham

Disengagement

- An "I don't care" attitude is ravaging businesses from the assembly line to the retail floor.
- Employee disengagement is widespread at a time when companies are trying to increase productivity and brand themselves.

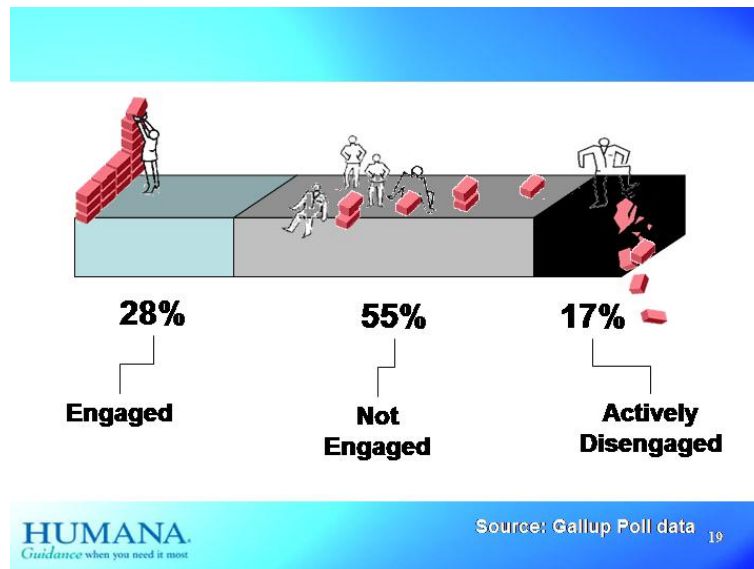
-Entrepreneur Magazine, March 2004

Disengaged Associates...

- Cost companies \$300 billion per year in lost productivity in the US alone
- Plus they destroy customer relationships with remarkable facility, day in and day out.

Takeaways

- Over 70% of the working population is not engaged at work
- Employees typically don't join your company being disengaged; they become disengaged, typically with the first six months
 - Poor leadership
 - Bad job fit
 - Culture misfit
- Engaged people drive performance results
- Lack of engagement lowers your profitability through lost productivity, low retention, and many lost customers



Every interaction an associate has with a customer represents an opportunity to build that customer's emotional connection—or to diminish it.

-Harvard Business Review
Manage Your Human Sigma

Emotional and Rational Commitment

Customers

Extremely satisfied customers fall into two distinct groups:

- Emotionally satisfied: those who have a strong emotional connection
- Rational satisfied customer—those who do not

Emotionally satisfied customers contribute far more to the bottom line than rationally satisfied customers, even though they are equally “satisfied.”

Emotionally satisfied customers deliver 23% premium over the average customer in terms of wallet share, profitability, revenue, and relationship growth.

Factors Impacting Customer Emotional Commitment

- Confidence
- Integrity
- Pride
- Passion

Emotional and Rational Commitment

Employees

- Emotional and rational commitment for employees
 - Emotional → discretionary effort
 - Rational → retention

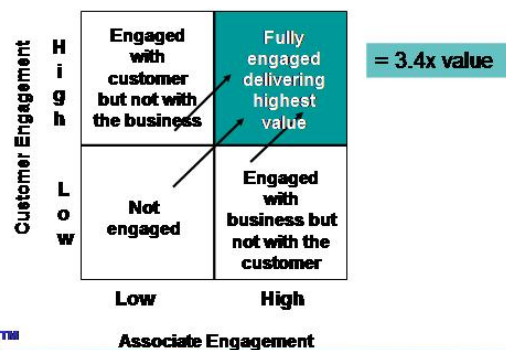
Corporate Leadership Council

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24

Estimated Value of Engagement

\$1 profit in a low engaged environment can be \$3.40 in a highly engaged environment



HumanSigma™

HUMANA
Guidance when you need it most

Harvard Business Review
“Manage Your Human Sigma”

26

Engagement has to be measured locally to eliminate variability.
Only emotionally engaged associates can create emotionally engaged customers.

Engagement and Value Creation

Our aspiration:

Flawless execution of our brand
promise by emotionally engaged
associates who create
emotionally engaged customers.

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Guidance when you need it most

29

Emotional Engagement through the Living Laboratory

A business model for Humana

- Profitable
- Increases level of engagement

We were a managed care corporation. Managed care was DOA as a business model.

The Healthcare Economy

- In 2005, health spending was estimated to be 1.9 trillion dollars
- That's more than 15% of Gross Domestic Product
- The only segment where consumers have not been actively engaged
- Lack of transparency

The reality of the situation...

Employees are paying...

- 56% more than four years ago
- 71% more than eight years ago

Employers are paying...

- 63% more than four years ago
- 87% more than eight years ago
- \$9,950 the average cost to cover a family of four (\$829 a month)

It is the rising costs of health care that most keeps me up at night.

-Rick Wagoner, CEO, Chief Executive Office, General Motors

-Detroit Free Press, January 10, 2005

Healthcare is no longer a benefits issue. It's now a business issue. Moving from HR to the boardroom.

More than an HR problem . . .



**SVP, Chief Human Resources Officer
Bonnie Hathcock**

"Humana's health care costs are going to increase by 19%."

"Fix it. Do what you have to do to fix the problem. Be bold."

"How bold?"

"To the point where you feel uncomfortable. Let's partner with our associates—they are the ones who can help us solve this problem. If we fix our own problem, chances are we can find a solution for those we serve and those we hope to have the opportunity to serve in the future."



**President and CEO
Mike McCallister**

HUMANA
Guidance when you need it most

37

We've gone further than we thought we could, but not as far as we want to.

We could have:

- Dropped coverage
- Absorbed the cost
- Passed premium costs to our associates
- Reduced benefits

We chose a bold, new approach: to create savvy healthcare consumers, giving associates more cost control, while enabling them to make choices and informed decisions when using health care dollars.

Benefits are one of the most emotionally sensitive issues in any company. Our response had to be emotionally intelligent, adult-to-adult. It's our problem. You have to help us solve it.

We wanted an outside consultant to help us, but we couldn't find anyone; we had to build it ourselves.

Employers must help employee consumers comprehend, navigate and finance the complex, scary and expensive world of medicine.

Our Vision

Humana will be a laboratory and a showcase.,.

Mike McCallister, CEO, Humana Inc.

Our associates do not feel like we have done this to them. They were part of the process and we have a lot of high engagement.

(See next two slides)

MOCHA

More Options and Choices for Humana Associations

What did *engagement* require?

- Strong partnership with our associates
- Behavior change
- Mindset shift from health care user to health care consumer
- Robust education and tools

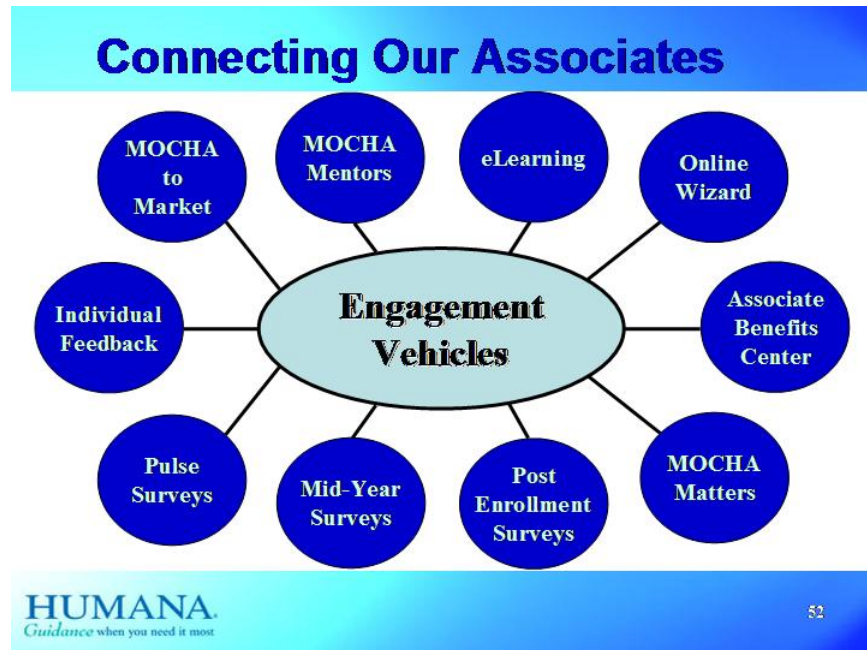
Results

- MOCHA has saved \$22.1MM over the past six years
- No measurable impact on turnover
- Increased associate confidence in ability to choose medical plan
- Deductibles have increased from \$0 to an average of \$1776 in six years

Associate Cost Sharing...not cost shifting but control shifting

- Increase in Health Savings Accounts (HSA)
- Less hospital emergency room visits; go to urgent care centers
- Higher deductibles

MOCHA Communications Strategies



The Living Laboratory

- Living Laboratory creates value for the enterprise
 - Refined and proven products and services
 - Employee experience
 - Employee empathy
 - Creates emotionally engaged employees
- Emotionally engaged employees create emotionally engaged customers
- Provides more meaning to each employees' role

Another definition of engagement: "I'm in!"

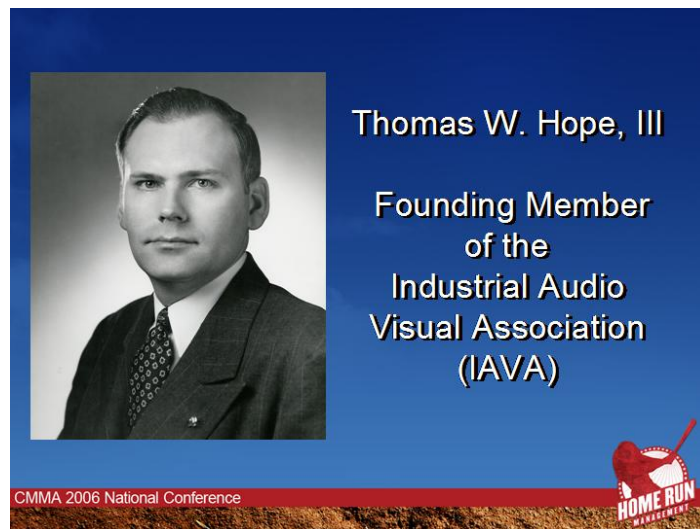
CMMA 60th Anniversary Tribute

Warren Harmon, President

Tom Hope, Founding Member



I hope you have all had an opportunity to look back at the history of our association through the documents and programs at the back table. The history of IAVA, AVMA and CMMA is fairly well documented and much of that history is well preserved on paper, video and audio.



I am honored to close our conference today by introducing our special guest, Mr. Tom Hope. By now, nearly all of you have met Tom this week, and shared stories about the communications media industry and Tom's many careers in media. No doubt he's been asking you questions about your career and the impact media has had on your lives.

At age 86, Tom has been active in media communications for nearly seven decades. He told me that throughout his life, he's proud to say that he has had four distinct careers, and his resume is truly impressive. He's going to share highlights of those careers with you this afternoon.

In his first career, Tom was an industrial motion picture producer. He started in World War II as an Army photo officer where he headed the Army Motion Picture School in New York.

In December 1945, Tom was hired by General Mills in Minneapolis to set up their Film Department. It was during this time, that with five of his colleagues over lunch in Chicago, IAVA was conceived and formed.

While at General Mills, he produced 66 films, filmstrips and slide programs. The best known of his productions was the original Lone Ranger television show, launched in 1949.

Other Founding Members of IAVA were:

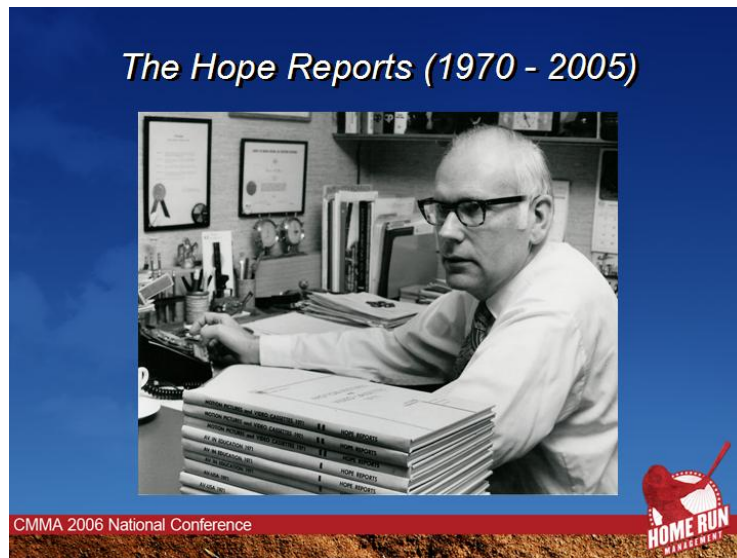
R. P. Hogan, Advertising & Sales Promotion, Kraft Foods
Ott Coelln, Publisher, Business Screen Magazine
Oliver H. Peterson, Production Manager, Standard Oil Company
W. M. Bastable, Swift & Company
Paul Lawrence, International Harvester



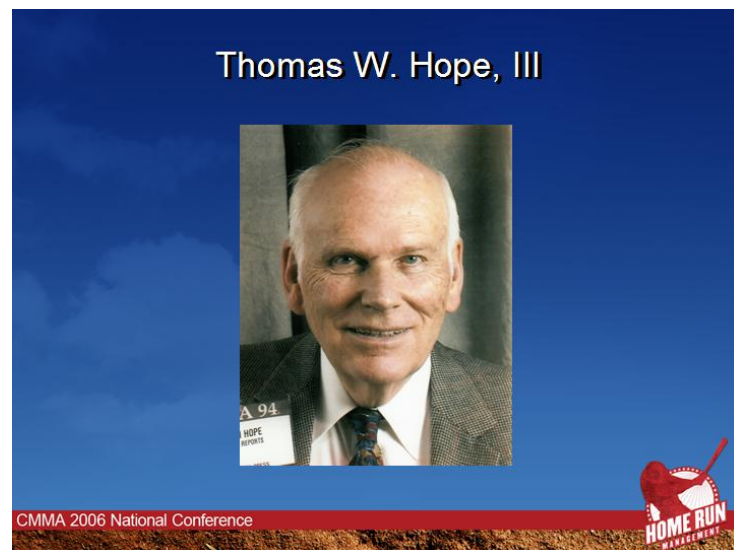
In 1955, Tom appeared on live television – here's a photo of Tom being viewed by one of his sons. Tom was talking about the local Boy Scout Jamboree.

His second career took shape in 1952 as a consultant. That year, General Mills granted Tom a leave to go to Paris as a Marshall Plan consultant on film

production to the French Government. That led to Eastman Kodak hiring Tom in 1954 as a motion picture consultant. Unfortunately, at this time, Tom was moving to a vendor, and had to drop his membership in IAVA.



Tom's third career is one he is perhaps best known for. In 1970, he launched the *Hope Reports*, the preeminent international source of information on the fast growing media communications industry. During the 30+ year run of the *Hope Reports*, Tom traveled extensively around the world doing research, speaking and conducting seminars in the US, Canada, Europe and the Far East.



Tom says he's currently in his fourth career as a writer. In 1970 he began writing about motion pictures annually for the Encyclopedia Britannica Yearbook, ending just last year. Tom is now in the process of publishing a book on relationships over the past 60 years of elite strike forces, the First Special Service Force.

Tom currently lives in Rochester, New York with his wife of 57 years, Maybeth. Together, they raised a family of three boys. He has five grandchildren.

Please welcome Tom Hope...



Tom Hope

I'm going to touch on three different topics. First, I'll tell you a bit about how IAVA started. I was hired at General Mills in December 45, just a couple months after I got out of the army. We were making some sports films, co-sponsored by Wilson in Chicago. I began meeting other film producers in other businesses. We had lunches off and on for a couple of months, and decided we should make a formal

organization. Paul and I put together a constitution, and Paul served as first President. It took off very quickly. We grew to about 50 very quickly, and began plans for regular annual meetings.

The discussions I've been hearing from you this week have been great. But the funny thing is that they were the same issues we were discussing in IAVA! The technology has changed, but not the people management issues.

Now I'll back up a bit. My first film was made of the Boy Scout Jamboree in 1937. I was 17 at the time. A few years ago I donated it to the Boy Scouts. In the army, it was natural that I got into motion pictures. I worked out at a secret training facility in Montana. We were training parachuters on a rush jumping course. We had a 25% accident rate. I was asked to do slow motion films to see what the jumpers were doing wrong. We learned one foot was hitting the ground before the other, and that was the problem. Once the jumpers started landing on both feet, the accidents stopped.

I made another film to document the change. I was in an airplane, lying down on the floor of the plane to film the jumpers as their parachutes opened. I asked the pilot to bank so I could get a better angle, and I started to slide out the open door. I dropped the camera, grabbed the door frame, and that's the reason I'm alive today. Two weeks later I found the camera, undamaged.

I was put in charge of the photo training school for the entire army at the age of 23.

At one time, I was crossing the ocean with a Division of soldiers, nurses, crew and the Glen Miller orchestra. I danced my way across the ocean.

Photographers got injured or killed easily because we were right out there in the action. I became a photo officer for the Eighth Corp in France. September 4, I was with a Colonel looking a German sub pens, and a jeep came up with General Bradley and General Patton. I took a picture of Patton with his revolver that has been used a lot. We went up with them in a DC3. I was walking up the aisle, when Patton stuck his foot out and I went down hard. He apologized, and I took a picture of the two generals. It appeared in the New York Times. I didn't get any credit, of course.

I didn't see any of the atrocities that are so well known from World War II. But I saw a mass murder of a thousand people by the Germans. We were moving towards Berlin, and the Germans had these Polish laborers that they marched into a barn. They spread straw across the floor, poured gasoline on it, and forced the Poles into there and set them afire. They machine gunned anyone who tried to escape. It was horrible. Those pictures are in the Holocaust museum.

I'll jump ahead now to about 1948. One day I got a call to bring a camera. Our president at General Mills was meeting with General Eisenhower. He remembered me from me taking his picture in Europe during the war, and made a comment about that. Our president's jaw dropped!

In 1956, videotape was invented. I knew the inventor. First use was a delayed broadcast to the West coast.

1970, I had dinner with founder and President of Sony in Japan. He invited me to see the ¾" VCR they had invented.

In 1952, I was a Marshall Plan Consultant for education in France. France was way behind technologically. We took a lot of American training films, put French soundtracks on them and used them in France. In 1954 I was elected first VP of IAVA. I would have been President the next year, but then I went to Kodak and had to leave the Association. The friendships I developed in IAVA were terrific and lasting.

This week has been a marvelous experience for me, and a lot of fun. I enjoy the give and take. I sat in on the Board meeting, and I want compliment you all for the good show.

Q: Do you still take pictures?

A: No. I still have a film camera though. I wanted to buy a digital camera, but I've been too busy to learn how.

Spring 2007 Professional Development Conference

Dan Pryor, Safeway, Chair

Robin Martin, Safeway, Co-Chair



Communications Media Management Association

Navigating Communication Channels

Safeway Corporate Headquarters

Pleasanton, California

May 6-8, 2007



Communications Media Management Association

Great Speakers

- Cisco CCO –Communication Planning and Using Channels
- Vignette CTO – Controlling the Flood of Communications
- Microsoft – Utilizing Collaboration Tools and Video
- Doug McCullum (Pike Group) – “How we remember and which channels do we remember”
- Member Profiles on their Communication Strategy
- Creating Communication Campaigns Panel





Communications Media Management Association

Spring 2007 Conference

Optional Napa Tour Saturday

Optional Dinner / Beach Blanket Babylon



2006 National Conference Photo Album

Photography by Charlie Perkins (Mayo Clinic)



Paul Tucker (Humana Inc.), Conference Chair; Frank DeLuca (Aon Consulting) and John Forte (Cummins Inc.), Conference Co-Chairs



The beautiful, historic Seelbach Hotel was the setting for the conference.



Bob Hirschfield kicked off the conference with a satirical look at communication.



Bill Wimsett (Mayo Clinic) and Cynthia Hotvedt (Medtronic, Inc.)



**Jody Rosen, CMMA's new
Executive Director**



**Jack Crutchfield (Broadband Learning Corporation),
Vicki Weagley (Allied Vaughn), Richard Skillman
(Allied Vaughn)**



**Rolf Johnson
(Johnson & Johnson)**



Chris Berry (Best Buy)



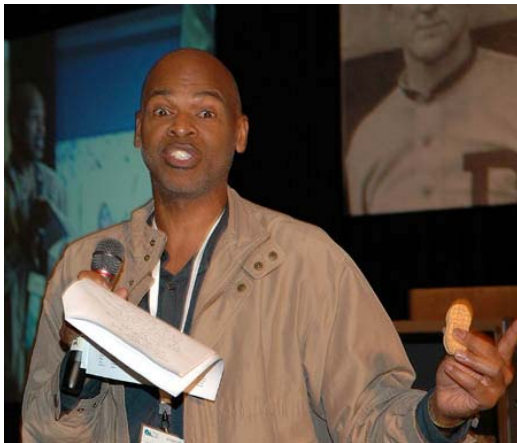
**Robin Martin
(Safeway Inc)**



**John Clarkson
(Boy Scouts of
America)**



John Forte (Cummins Engine) introduces new member Rolf Johnson (Johnson & Johnson)



Kenneth Boyd (JCPenney)



Bruce Wilson (Ross Products/Abbott)



Sean Bennett (NeighborWorks America)



Kelly Bell (Gannett Co.)



**Terri Kemp (Allina Hospitals and Clinics),
Christine Jordan (S.C. Johnson & Son, Inc.)**



**Steve Tingley (American Family Insurance),
Cynthia Hotvedt (Medtronic, Inc.),
Marv Mitchell (Mayo Clinic)**



**Susan Kehoe (George Mason University),
Clif Brewer (Campbell Soup Company)**



**Bob Thomas (Harvey Communications),
Mandel Samuels (University of Arkansas)**



**Executive Committee members John Clarkson (Boy Scouts of America), Kelly Bell (Gannett Co.)
and Warren Harmon (Mayo Clinic) conduct the Business Meeting.**



The batting cage was a popular activity at the President's Dinner at the Louisville Slugger Museum. The dress shirts and ties go well with the batting helmets, don't you think?



President Warren Harmon presents recognition plaques to the Conference Chairs.



Mark Shelton's daughter Christina won the Keating/CMMA Creating Opportunities Scholarship



Marv Mitchell (Mayo Clinic) was awarded Outstanding Director



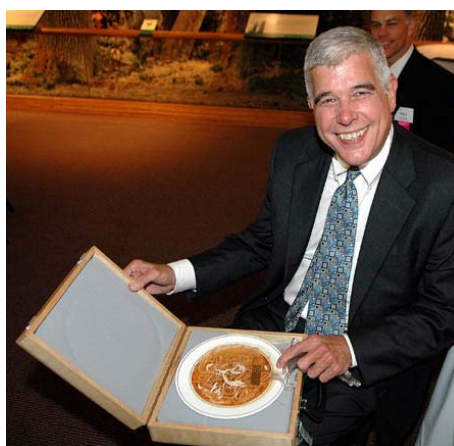
**Joe Maiella (Crew Star), winner of the
*Spirit of Partnership Award***



**Kelly Bell (Gannett Co.), winner of the
*President's Award***



**Judy Hubbard (Sandia National Laboratories) is
awarded accreditation by Steve Grasha (Mine
Safety Appliances Company).
Congratulations, Judith Hubbard, AMM!**



**Frank Ball (Goldman Sachs) proudly displays
his well-earned *Social Outtake Award*. (Ask him
about his medical procedure.)**

See you in California next Spring!