

## STREET SMARTS



DISCOVER CUTTING-EDGE TRENDS

[CLICK HERE TO READ >](#)

## KETCHUM COUNSELORS



VIEWPOINTS FROM INSIDE  
THE KETCHUM PRACTICES

[CLICK HERE TO READ >](#)

## GLOBAL ISSUES



INSIGHTS FROM KETCHUM  
LEADERS AROUND THE WORLD

[CLICK HERE TO READ >](#)

## VOICE OF INFLUENCE

AS OUR INITIAL VOICE OF INFLUENCE, DAVID H. MAISTER, A LEADING GLOBAL AUTHORITY ON MANAGING PROFESSIONAL-SERVICES FIRMS- OFFERS HIS PERSPECTIVE ON A WIDE RANGE OF "PEOPLE" AND MANAGEMENT ISSUES, FROM RELATIONSHIPS AND COURAGE TO SURVIVING DOWN TIMES.



[CLICK HERE TO READ >](#)

INTERVIEW WITH DAVID MAISTER

WELCOME

RAY KOTCHER, CEO

WHAT'S HOT AT KETCHUM

## VOICE OF INFLUENCE



## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

## WELCOME

GREETINGS FROM RAY KOTCHER, KETCHUM'S  
SENIOR PARTNER AND CHIEF EXECUTIVE OFFICER

We're proud to share with you our inaugural issue of *Perspectives* – an online magazine focused on sharing the latest thinking/knowledge about today's communications issues. Our three main goals with *Perspectives* are:

- To provide fresh insight on global issues we consider vital to our clients, colleagues and the communications community.
- To furnish you with tomorrow's trends today in marketing and communications, gleaned from our vast global knowledge bank and network of 1,300 Ketchum professionals.
- To offer you the views, sometimes provocative, of thought leaders around the world – many with whom we've worked – that we believe you will want to hear.



Today we live in an interconnected international community – nothing happens in isolation. Recognizing this, we chose the topics for this inaugural issue with emphasis on providing global insights that might interest nearly everyone, regardless of where you live.

Here are the specifics:

Our Voice of Influence column introduces you to a current voice we think you'll benefit from listening to – David Maister.

Global Issues focuses on a single issue – it's Globalization in this edition – with insights from individuals inside Ketchum around the world.

If you want to discover cutting-edge trends, please read Street Smarts. The challenge to observe what is happening in the world and reflect is a luxury many of us don't find the time for. We make a point of doing so in this research-driven column.

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

BACK TO TOP

NEXT PAGE

## VOICE OF INFLUENCE




## STREET SMARTS





## KETCHUM COUNSELORS



## GLOBAL ISSUES

[SCROLL](#) [SCROLL](#) 

PASSION AND PRECISION IN COMMUNICATION

[GOT A QUESTION/COMMENT?](#) [PRINT THIS ARTICLE](#) 



## WELCOME (CONT'D)

For information about your specific industry/market, there's [Ketchum Counselors](#), with the latest observations from the veteran practitioners who lead our six global practices: brand marketing, corporate, food and nutrition, healthcare, technology and Ketchum Inside (change management and workplace communications).

We've also included a section titled [What's Hot at Ketchum](#). Here you'll receive an update on one of our latest tools.

Recognizing that we're all extremely busy today, *Perspectives* packages information so you can focus on what matters most to you.

We hope you find perusing *Perspectives* to be invaluable. It truly represents the passion and precision with which we dedicate our professional lives to our client/partners. We would appreciate your feedback. Please e-mail your thoughts to me at [ray.kotcher@ketchum.com](mailto:ray.kotcher@ketchum.com).

[BACK TO TOP](#) [NEXT PAGE](#) 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL 


SCROLL 




PASSION AND PRECISION IN COMMUNICATION

## VOICE OF INFLUENCE

INTERVIEW WITH DAVID MAISTER

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

### Introduction

Jack Welch. Gary Hamel. Minoru Makihara. Stephen Covey. Each is a voice of influence, a visionary catalyst for change in the lives of our organizations – and us. Undoubtedly, you keep your own roster of inspiring thought leaders whose philosophies make a profound difference in how you view the landscape around you. With this regular feature, we introduce fresh thinkers we believe offer insights – often provocative ones – into today’s business dynamic. They help us to understand what it takes to prosper in this new century and in a world that moves in real time at two-gigahertz speed.





David H. Maister, a leading authority worldwide on managing professional-services firms, is our inaugural Voice. So why David Maister?

This author and former Harvard Business School professor still believes that human capital – employees – make the difference in modern organizations. Forget the Internet Age, the digital divide, the knowledge revolution, the impact of the economic recession. Mr. Maister finds that the most financially successful businesses do better than the rest on virtually every aspect of employee attitudes, and those that do best on employee attitudes are measurably more profitable. Attitudes, he contends, drive financial results, not the opposite. Ultimately, he maintains, what determines a company’s success is the approach to management that its leaders take.

Click here to read the [full story](#).

- [David Maister’s biography](#)
- [Maisterisms](#)

BACK TO TOP 

NEXT PAGE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

# VOICE OF INFLUENCE (CONT'D)

INTERVIEW WITH DAVID MAISTER

In this debut issue of *Perspectives*, we've tapped Dr. Maister for his views – in his own words – on everything from relationships to courage and surviving down times.

## Leadership

Here's the heart and soul of the matter: A leader has got to be someone who makes things happen for other people, someone who brings a certain energy and optimism to the business. The bottom line is that you cannot make premium dollars unless you provide outstanding value to the marketplace, and you cannot provide outstanding value to the marketplace unless you energize and infuse your people. They are the ones who serve customers and your clients.

One of the most effective leaders I've ever met is Don Groninger, who as general counsel at Bridgestone/Firestone has managed a legal department of about 30 people. He always looks for ways to advance the careers of his people, even (or especially) if this means they are promoted and leave his group. He can discover and nurture strengths that others may not see. He paves the way for employees to take on stretching challenges, expects them to produce results and, without ego, trusts them to run with the ball, calling on him only when they feel the need to.

Don once had his entire group evaluate him as a manager, disclosing the results to everyone in the group, and he had obtained the highest scores I had ever seen for a group leader.

## Education

The tragedy of everyone's professional education, including mine (I have every business degree one can get on this planet and have taught at Harvard, but I know nothing about managing), is that we tend to have very overdeveloped intellects and totally stunted emotional skills and undeveloped social skills. When we receive our training, whether it is inside a university or a company, no one ever actually teaches us how to help somebody else understand.

## Creativity

When dealing with clients, don't be afraid to float high-risk ideas early ("just an idea"). Demonstrate your creativity. Tell clients about alternate ways that common industry problems might be dealt with.

BACK TO TOP

NEXT PAGE

## VOICE OF INFLUENCE





## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## VOICE OF INFLUENCE (CONT'D)

## Passion



Bring yourself to your work. Be passionate about it. What percent of your work would you describe as “God, I love this,” versus “I can’t tolerate it?” I’ve found that only 20 percent of the people are in the “God I love this” category. And what percentage of your clients can you really say, “I really enjoy these people” versus “I can tolerate them?”

The difference between dynamos and cruisers rarely is one of ability. It is one of attitude. The key to competitive advantage in professional services is not creative strategies, intellectual horsepower or frontier technologies. The dominant competitive advantage consists of *passion and persistence*. Those who win are not necessarily smarter than their competitors, but they do show more energy, excitement, enthusiasm, drive and commitment. This is the secret of doing well: Do stuff you care about for people you care about. Then, you do superbly well financially. But it does take courage.

## Courage

Courage is a very important lesson the business world hasn’t understood. You get in business the benefits of that which you enforce, not what you aim for. Take McDonald’s. There were plenty of hamburger joints before McDonald’s. So why did it become a winner? Not because it makes the best hamburgers in the world. But because it has chosen a set of standards that will never be broken. It has the courage to stick by the rule: fast and fresh. If a burger isn’t sold within a certain amount of time, it is thrown in the trash. You can’t play games with your strategy. McDonald’s has taken franchises away from people who break their standards.

Here’s a personal example. Someone wanted to give me \$1 million to do sales training. It was great money, but it would have meant I had to give up what I had pledged to be my strategy. We need managers who have ironclad rules and who believe in something and have the courage to stick to it. They have to believe in an ideology and understand that ideology. Everyone has to believe that manager will not compromise on those standards. It is a logical global message. You can’t pull off a strategy unless you’ve the courage to follow it.

BACK TO TOP NEXT PAGE 

## VOICE OF INFLUENCE





## STREET SMARTS




## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## VOICE OF INFLUENCE (CONT'D)

## Persistence

Life could be so much better for so many of the people I meet. So many have given up; they think it's not worth trying because the world conspires against them. And it's either the top management or the darn clients or stupid employees. One of my favorite phrases is, 'You're allowed to fail; we all fail, and you're allowed to have a lot to learn. The one sin is not trying.' The whole history of business proves that what wins is trying. People fail miserably all the time. Revel in your glorious failures. The secret is walking the borderline between genius and failure, because that is where your next big breakthrough will come from. The No. 1 obstacle that pops up consistently in people – top management, clients and employees – is giving up and not trying. I actually encourage people to become failures. Fiascos can be good. Look at Microsoft. It brings out nine failure versions of a product before getting a success. Once you are able to defend the quality of what you are doing, then you will become profitable.


## Earning Trust

The secret of life is making people think that you care. So that leaves open two alternatives for you. You can either be very skilled at making people think you care, when you don't, or you really do care. The reality is that 99 percent of us aren't actually capable of making people think we care for them when we don't.

My dentist exemplifies trust. I trust the guy even when he says I have to have three root canals. Every single time my wife or I get dental work done, Andrew without fail calls us at home that night to ask how we're feeling. *There's* a man acting as if he cares. It is so rare for that to happen that when it does, it has a disproportionate influence on our behavior as customers and as clients. I not only accept his advice, I am going to tell my friends about him.

## Listening

Jack Welch, General Electric's legendary CEO, has high praise for Steven Volk, a corporate lawyer to whom Welch turned to when GE's subsidiary NBC acquired Financial News Network in 1991. "He really is a great advisor," says Welch. "He listens better than anyone else."

BACK TO TOP NEXT PAGE 

## VOICE OF INFLUENCE




## STREET SMARTS





## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## VOICE OF INFLUENCE (CONT'D)

Effective, trusted advisors are (without a single exception, in my experience) very good listeners. Listening is essential to “earn the right” to comment on and be involved in the client’s issues. We must listen effectively and be perceived to be listening effectively before we can proceed with any client relationship in an advisory role. Cutting to the chase without having earned the right to do so will usually be interpreted as arrogance.



**Motivation**

I often ask: “What motivational lever are you employing to engage the hearts and minds of the people on your team?” Group leaders not only should help each member of the group become more successful, they should look for ways to invigorate the group as a whole toward accomplishing goals they might not otherwise focus on.

An important element is helping people find the drama and meaning in their work. Liz Bailey, co-head of the consumer-products group in the investment banking division at Credit Suisse First Boston says: “It’s really important for everyone on the team, from the analyst crunching the numbers to the more senior people, to approach our client from a very broad point of view. I like to ask people to think about ‘what’s keeping our client’s CEO up at night? What are the client’s issues and anxieties?’ I want people to rise above the minutiae and understand what’s really important.

**Goals**

Why is everyone so short-term oriented? If you want to get ahead in life, you must be willing to invest in your own future. What always astounds me when I consult is that when people say they want something, they want it today or tomorrow morning. It has become my core struggle in trying to help people. You can get what you want only if you are prepared to put in the work. For decades, Weight Watchers refused to offer a quick-start program. It was the basis of its whole philosophy because quick weight-loss programs never work. But, the firm finally gave into the overwhelming market pressure that says, “don’t talk to us about permanent improvement, because we want the quick hit.” It is one of the most frustrating things I see in business.

BACK TO TOP NEXT PAGE 

## VOICE OF INFLUENCE



## STREET SMARTS





## KETCHUM COUNSELORS



## GLOBAL ISSUES

[SCROLL](#) [SCROLL](#) 



PASSION AND PRECISION IN COMMUNICATION

[GOT A QUESTION/COMMENT?](#) [PRINT THIS ARTICLE](#) 

## VOICE OF INFLUENCE (CONT'D)

### Personal Best

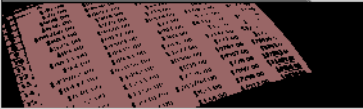
I don't spend a lot of time looking back. I keep a journal on my computer asking myself at the end of every week what happened. About every three months or so, I review it, more to remind myself of mistakes I made and to make sure I don't make those mistakes again. But I tend to forgive myself and if I look back, I don't get too paranoid. I've got strengths and weaknesses but I don't spend a lot of time dwelling on the weaknesses. My philosophy is to say, "okay, where do I want to go next?" I don't believe, though, in long-term planning, in looking ahead five years. I don't think you can plan that way. I think the trick is to run your life on adaptive principles – to always be experimenting and improving.

[BACK TO TOP](#) [NEXT PAGE](#) 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES





SCROLL 

SCROLL 



PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

# VOICE OF INFLUENCE (CONT'D)

## About David H. Maister



*Fortune* magazine calls David Maister (pronounced MAY-ster) the “management smart guy.” A popular speaker and prolific writer, David has contributed more innovative thinking about managing and consulting than practically anyone else today.


A native of Great Britain but residing in Boston, David has been a pioneer in managing professional-services firms. As a Harvard Business School professor, he was perhaps the first scholar to explore the dynamics of professional firms, and he quickly became a leading authority, and then a full-time consultant.


For more than 17 years, he has advised firms in a broad spectrum of professions, covering all strategic and managerial issues. He is a road warrior; in a typical year, he visits 15 or so countries and spends about 40 percent of his time in North America, about 30 percent in western Europe, and the other 30 percent in the rest of the world.

David holds degrees from the University of Birmingham, the London School of Economics, and the Harvard Business School, where for seven years he taught courses in service-industry management and operations management.

He is the author or co-author of 12 books, including five since 1993: *Managing the Professional Service Firm*, *True Professionalism*, *The Trusted Advisor*, *Practice What You Preach*, and *First Among Equals*.

David lives in Boston with his wife and coach, Kathy, whom he claims has tons of emotional intelligence, something he contends he lacks. He is an avid collector of popular music and has a collection of more than 12,000 compact discs, from Al Jolson to the Spice Girls. And he indulges his Paul McCartney sing-alike fantasies with his at-home karaoke.

BACK TO TOP 

NEXT PAGE 

## VOICE OF INFLUENCE




## STREET SMARTS



## KETCHUM COUNSELORS





## GLOBAL ISSUES

SCROLL SCROLL 



PASSION AND PRECISION IN COMMUNICATION

## VOICE OF INFLUENCE (CONT'D)

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## 10 Maisterisms from the Master of Professional-Service Firms

1. Believe passionately in what you do, and never knowingly compromise your standards and values. Act like a true professional, aiming for true excellence, and the money will follow.
2. Professionalism is predominantly an attitude, *not* a set of competencies. A real professional is a technician who cares.
3. What you do with your billable time determines your current income. What you do with your nonbillable time determines your future.
4. The typical professional is working incredibly hard, often at a significant sacrifice to personal life. However, nearly half that effort is spent without producing concrete results.
5. If people are not prepared to be held accountable for what they do, it is unlikely that they will achieve much.
6. A leader doesn't build a business – a leader builds an *organization* that builds a business.
7. In the final analysis, a firm needs to define itself by some sense of common purpose, common approaches, and shared underlying values.
8. Results of engagement-profitability reports are not intended to be used in a formulaic way, but as a means to initiate discussions and thinking about efficiency and productivity.
9. Unfortunately, the average professional doesn't demonstrate much interest in the client's business. As a litmus test, I frequently take a poll of professionals in order to ask how many *regularly read* the trade magazines of their top one or two clients.
10. I always guarantee – unconditionally – client satisfaction in my consulting work!

BACK TO TOP NEXT PAGE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



# STREET SMARTS

DISCOVER CUTTING-EDGE TRENDS FROM KETCHUM LEADERS

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

The 21st Century organization thrives on constant change – not stability. Inspiration can be elusive, innovation difficult. At Ketchum, leaders develop conceptual breakthroughs and transform insights daily into workable prescriptions for clients. They gain their ideas and insights from myriad places.



*Street Smarts* offers a recital of the new challenges, critical issues and fresh trends that our leaders are glimpsing.

## Enronitis: Part I

When energy giant Enron stumbled, Ketchum's Issues and Crisis Communications network stepped in to help clients take the edge off the nervousness. It developed this list of signs and tips for avoiding "Enronitis:"

1. Corporate disclosure will become the new standard.
  - > *Identify sensitive topics and develop plans.*
2. Perceived crises could eclipse actual crises.
  - > *View actions through perceptual filter of media.*
3. Companies who over-communicate will fare better.
  - > *Where can communications efforts increase?*
  - > *What actions require greater context?*
4. Employee confidence is under threat.
  - > *Take temperature and develop outreach plan.*
5. Various forms of whistle-blowing may emerge.
  - > *Monitor employee trends and individual incidents; anticipate possible scenarios.*
6. Media appetite for all forms of scandal is more voracious than ever.
  - > *Where has the media been chewing?*
7. Where can corporations build trust in an environment devoid of trust?
  - > *Develop targeted outreach to customers and community.*

## VOICE OF INFLUENCE



## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## STREET SMARTS (CONT'D)

## Enronitis Part II



A corporate crisis often can be averted when quickly identified and addressed. In today's climate, it is essential for companies to avoid a head-in-the-sand mentality. Employees read the papers, listen to the news and wonder how these headline stories might relate to them. With the right information in hand, employees serve as strong ambassadors for their company. Without it, they can be its harshest critics. Post-Enron, here are fresh rules of issues management to follow when a crisis brews:

1. **Do a Temperature Check:** Take the pulse of employees to determine if a problem exists and the extent of its reach. Don't wait for damage to occur. Employee surveys or focus groups can identify specific employee concerns and the type of information employees seek.
2. **Execute a Communications Audit of Your Financial Picture:** Do employees have company stock in their 401(k) plan? Has the company aggressively promoted company stock and the concept of "ownership?" It may be a good idea to rethink the language in 401(k) and other stock-plan communications.
3. **Determine an Appropriate Level of Action:** You don't want to overreact, but you don't want to under react either. The appropriate response may be a written communication from management, or a face-to-face town hall meeting with employees. Perhaps you should reinforce education about your retirement plans or provide more information on investment basics. Could you commit to providing a company-wide Question and Answer forum?

## CEO's Challenge

Imagine this greeting as a new CEO: You've got six months to start communicating value or you'll be out on the street in 18 months. That's the bottom line of emerging Ketchum research of Fortune 500 companies, and it underscores just how critical the quality of your senior management team is today.

The extensive research proves a statistical relationship between overall reputation and financial measures, such as sales, profits and earnings per share. It also indicates that management quality is *the* most important factor influencing the overall impression of a company, across all industries.

BACK TO TOP NEXT PAGE 

## VOICE OF INFLUENCE



## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## STREET SMARTS (CONT'D)

Surveyed investment-community members say that today's new CEOs have, on average, only 14.5 months to increase shareholder value. Half of the respondents believe this time period is one to three years shorter than a decade ago.

## For Men Only?

With consumers worldwide embracing nostalgia, marketers are reacting by providing retro-80s experiences – geared primarily at men.



- Mattel is re-releasing “Masters of the Universe” collectibles and has launched a “Hot Wheels” Web site.
- F.A.O. Schwarz has opened a boutique in its Manhattan store devoted entirely to G.I. Joe.
- Universal Studios has re-released *E.T. – The Extraterrestrial*, a movie with a strong attraction for male audiences.
- The major TV networks are reuniting the casts of *M\*A\*S\*H* and other programs that attracted millions of male viewers.


Experts say it's no coincidence that these nostalgia items are geared toward men. “Boys are more likely to continue collecting into adulthood,” contends Pam Danziger, author of *Why People Buy Things They Don't Need*.


## For Women Only?

Marketers, take notice. Women are a major power in many key markets because they are making or helping make more of the purchase decisions.

Ketchum research finds that women make or help make the vast majority of decisions – at least 70 percent of them – when buying a car, kitchen appliances, over-the-counter drug purchases, home furnishings and food, as well as selecting a home, making savings and investment decisions and planning vacations.

BACK TO TOP NEXT PAGE 

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL 

SCROLL 



PASSION AND PRECISION IN COMMUNICATION

## STREET SMARTS (CONT'D)

### Life's Stages

Roper Starch Worldwide and *Modern Maturity* have identified seven segments based on a series of life events. They are: Nervous Novices who lack life experience; Clock Watchers on the road to success; First Families experiencing their full nest years; Second Chancers with their second chance at life; New Me's experiencing profound internal change; Continuing Caregivers caring for family, and Free Birds, free from work and family responsibility.

Based on the segments, Ketchum has identified the categories to watch for higher spending by each segment. They are:


1. Nervous Novices: technology
2. Clock Watchers: alcohol, consumer electronics
3. First Families: fast food
4. Second Chancers: financial services
5. New Me's: food, health
6. Continuing Caregivers: automotive
7. Free Birds: food, travel


### Building Up Walls


The open, collaborative office environment isn't trendy anymore, and the change may reflect the dot-com downfall more than the threat of terrorism.


Sales of Steelcase Inc.'s floor-to-ceiling office products – used to close up open space – have risen 80 percent in the past three years, much of it during 2001. Similarly, Herman Miller Inc. reports that it's selling 19 percent fewer cubicle panels under 46 inches tall, and 18 percent more of the 62-inch version than it did in the 1990s.

Why? Employees want more space they can call their own. They were shaken when the dot-com crash triggered massive layoffs and created droves of empty cubicles that had once been home to their colleagues. The higher cubicle walls don't make such absences so noticeable.

BACK TO TOP 

NEXT PAGE 

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL 

SCROLL 

# STREET SMARTS (CONT'D)

## A Brand New Way of Touting


In marketing, what's out? The average Joe and Jill. What's in? Celebrities. And the trend is global. Third-party endorsements by the folks paparazzi love to chase are being used more frequently to communicate company and product messages.


Nextel Communications, for instance, has launched a \$30 million ad campaign that pokes fun at advertising and uses the tell-it-like-it-is star of *NYPD Blue*, Dennis Franz. The Actor quips: "I don't do commercials" during the ad while talking on his Nextel phone. Similarly, Revlon has ditched its "everyday women" spokespeople to sign celebrity James King of *Pearl Harbor* movie fame.

In recent months, Ketchum's London office landed pop stars Britney Spears and Gareth Gates to sip Pepsi; actress Jodie Foster to crave a job at Starbucks and supermodel Helena Christensen to re-launch Carlsberg Export. Ahead: working with the royal family to promote tourism.



PASSION AND PRECISION IN COMMUNICATION

BACK TO TOP 

NEXT PAGE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

# KETCHUM COUNSELORS

PRACTICE LEADERS

Call it the New Reality. In the past year, new realities have shattered comfortable assumptions and altered the concept of “business as usual.” What does it require to spark business renewal and growth in this new age and turn challenge into opportunity?



We asked the seasoned directors of Ketchum’s six global practices – brand management, corporate, food and nutrition, healthcare, technology and Ketchum Inside (change management and workplace communications) – to discuss the most compelling opportunities for their areas of expertise.

Management guru Tom Peters calls these leaders “industry reinvention evangelists.” At Ketchum, they are the ones on the cutting edge of helping build new companies, lead change inside established institutions and reckon with unparalleled opportunities and risks. They’ve assembled different strategies for doing what they do, but all share a common trait: None are content to sit on the sidelines. Click to read the industry/area of interest to you.

## BRAND

**Barri Rafferty** - Partner/Director, Global Brand Marketing Practice, Associate Director/New York

## CORPORATE

**Chris Atkins** - Partner/Director, Global Corporate Practice

## FOOD & NUTRITION

**Linda Eatherton** - EVP/Director, Global Food & Nutrition Practice

## HEALTHCARE

**David Catlett** - Partner/Director, Global Healthcare Practice

## KETCHUM INSIDE

**Peter Fleischer** - Partner/Director, Ketchum Inside, Managing Director/Chicago

## TECHNOLOGY

**Paul Rand** - Founder & CEO/Ketchum Corporate Technology Communications, Director/Global Technology Practice

BACK TO TOP

NEXT PAGE

VOICE OF INFLUENCE



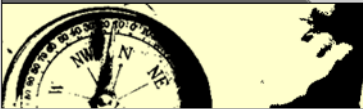
STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

## KETCHUM COUNSELORS (CONT'D)

### BRAND MARKETING PRACTICE Barri Rafferty, Partner/Director



This new century already is requiring fresh perspectives on marketing your brands. Established brands no longer can afford to behave as they did traditionally as new entrants compete with an energy that demands attention. At the same time, these new brands need a selling edge that gets them established and, more importantly, trusted very quickly.

Oscar-winning performances are what triggers brand recognition today – fresh ways to establish brand recognition before a product launches. And speaking of Oscars, consider what Ketchum Entertainment Marketing did for cosmetics giant Estée Lauder at this year’s Oscar telecast. It developed a mobile “Oscar Spa” concept for Estée Lauder around the movie awards, bringing a “Dream Team” of aestheticians, stylists and beauty gurus to provide treatments to Academy Award nominees in the comfort and privacy of their own homes. The concept seeded testimonials from the stars and gained attention from the entertainment media, gaining our client effective brand recognition.

When a food-products company moved to position itself more strongly in the Hispanic community, it held focus groups in six cities with Hispanic community leaders, business owners, sports leaders and others to determine what help a corporation could best provide their communities. The groups’ consensus was that educationally based programs would best help their communities. The company last year began such a program in elementary schools in two cities, and it proved such a success that the company plans to expand the program this year. The company’s brand identity in the Hispanic community has benefited as well.

We have taken other unusual steps to gain attention from influential groups to our clients’ products. For one consumer-products company, we have begun a lending program that gives members of the media the use of the company’s products to try. And for another food-products company, we have put new test products in so-called “green rooms” at TV stations where celebrities and other notables wait before being interviewed. They can order more of the test products if they like them.

These innovative approaches are an alternative to the traditional use of PR to communicate through the media. They seek to create critical word-of-mouth buzz about clients’ products by getting the products in the hands of the right people – from celebrities and community leaders to editors and analysts. They become third-party influencers who help promote – hopefully – a brand much more directly.

To contact Barri Rafferty, [click here](#).

BACK TO TOP

NEXT PAGE

VOICE OF INFLUENCE



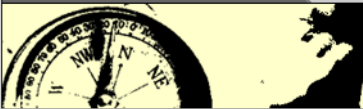
STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

## KETCHUM COUNSELORS (CONT'D)

### CORPORATE PRACTICE Christopher Atkins, Partner/Director



Immediacy continues to drive business success. That's why we developed a strategy – "100 Influencers in 100 Days"™ – to get a client noticed fast. It is a methodology for reputation management that gets a company and its products and services noticed, used and trusted quickly while leveraging the connections made with key influencers. These highly influential people include top-tier analysts, academics, major customers, suppliers and the media. With it, we create 'concentric circles of awareness.'

Take FedEx. It sought to reposition itself from an overnight pick-up-and-delivery service to an Internet-based global operation that recognizes speed to market is critical for customers. In fact, FedEx reasoned, its state-of-the-art technology could virtually eliminate the warehouse for companies like Dell Computer that want to deliver their product to market overnight.


With FedEx, we felt we could not solely employ a traditional media approach – pitching the story idea and waiting for a reporter to pick up this exciting development. With "100 Influencers in 100 Days," we created a network of informed and enthusiastic advocates who in turn created a ground swell of buzz and transformed the company's image in a very short period of time.


Clearly, this challenges conventional thinking in the communications business. What's more, it is a methodology that can be used in planning strategically for external and internal communications, for transition and reorganization, and in times of crises. It's also a strategy that requires intense involvement from a collaborative group of smart thinkers. It has resonated well with clients – from JP Morgan Chase to Procter & Gamble – and practice managers throughout the Ketchum network. Besides FedEx, we have employed this methodology at Sears to launch the strategic vision of its new CEO and with the United Nations Global Compact for a major corporate social responsibility initiative.

To contact Chris Atkins, [click here](#).

BACK TO TOP

NEXT PAGE

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

## KETCHUM COUNSELORS (CONT'D)

### FOOD AND NUTRITION

Linda Eatherton, EVP/Director



Got a favorite chef? Heck, do you wish you could eat dishes every night that taste like that star chef prepared them? You may be in luck. Food marketers are beginning to fill the growing demand by consumers worldwide (who, in their travels, have sampled some mighty fine fare) for gourmet cuisine by offering more retail products linked to top-notch chefs. Ketchum is playing a distinct role in making that happen by taking the dazzle of white table-clothed restaurants and the finest chefs and using that as a venue to create products for retail shelves.

Food companies have been spurred by the rise in demand for gourmet food and also by the sharp increase in famous chefs (thank the cable Food Channel for that). ConAgra Foods Inc. has announced a new packaged line of wood-fired pizzas from celebrity chef Wolfgang Puck. Seven world-acclaimed chefs have joined with Cuisine Solutions, an international company with kitchen facilities in Virginia, to create very high-end frozen foods under the FiveLeaf label.

Now you needn't travel to Manhattan to sample Daniel Boulud's short ribs braised in red wine or jet to Alsace for a taste of Antoine Westermann's three-star cuisine. And dozens of locally renowned chefs are beginning to market their favorite creations. Even Corky's Bar-B-Q, a Memphis rib joint, has its own line of frozen food.

How is Ketchum's Food and Nutrition Practice involved? At our 23-year-old San Francisco Food Kitchen, top-notch chefs from the city come weekly to help our on-staff chef invent a variety of uncomplicated and tasty dishes from Ketchum clients' food products. Sample California dried plums as tasty appetizers; almond cookie dough mix and Cattlemen's Collection beef grated and rolled into a spicy sausage. On any given afternoon, these chefs are there to try to create recipes that might become products on grocery store shelves or in freezer cases to wow retail shoppers.

To contact Linda Eatherton, [click here](#).

VOICE OF INFLUENCE



STREET SMARTS




KETCHUM COUNSELORS



GLOBAL ISSUES





SCROLL 


SCROLL 




PASSION AND PRECISION IN COMMUNICATION

BACK TO TOP 

NEXT PAGE 

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

## KETCHUM COUNSELORS (CONT'D)

### HEALTHCARE

**David G. Catlett, Partner/Director**



It's no longer enough simply to field a "healthcare" communications practice. Today's global healthcare clients seek both highly specialized services and PR professionals with experience relevant to their specific sectors of the medical and healthcare industry – biotech, health policy, expertise in specific therapeutic categories, among others.

This explains the Ketchum Medical School. Although called a "Medical School," the school doesn't produce doctors or nurses. It is a training ground for healthcare communicators to help them stay several notches ahead of their counterparts elsewhere. The program provides the opportunity to learn more about the scientific foundation of products and companies, along with key aspects of the healthcare industry.

And Ketchum Medical School has gone global, reflecting the internationalization of healthcare. The staff recently sponsored a two-day training workshop in London. More than 40 participants attended the London session, which focused on the regulatory environment and ways to maximize communications opportunities during international medical meetings.

The inaugural curriculum guide includes courses in government regulation – "The Genome and You;" "Maximizing Medical Meeting and Publication Opportunities;" "Drugs and Biologicals: How They Work and How You Can Tell;" and "Healthcare and the Internet." One-hour account-team tutorials are offered on subjects ranging from depression and schizophrenia to Parkinson's disease and macular degeneration. Practice leaders immerse themselves in a specific medical area, gaining strategic knowledge that helps clients and the entire healthcare practice.

For the future, the Ketchum Medical School intends to expand the faculty across geographies, enhance online training sessions – called NetSessions – that focus on specific disease areas, and develop advanced courses. The school also has opened its training classes to clients.

To contact David Catlett, [click here](#).

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES





SCROLL 

SCROLL 



PASSION AND PRECISION IN COMMUNICATION

BACK TO TOP 

NEXT PAGE 

## VOICE OF INFLUENCE




## STREET SMARTS





## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

## KETCHUM COUNSELORS (CONT'D)

## TECHNOLOGY

## Paul Rand, Director



The challenging economic climate persists for the technology sector, although signs of improvement continue to emerge. For tech companies, these tough business conditions prompt them to ensure they get optimum bottom-line results from all their expenditures, including their communications budget. Our unique proprietary programs, developed to assist core account teams better serve their clients, help spark tangible results. One specialty team in particular – Analyst Advantage, or A2 – helps companies capture the true marketing value of analyst relations.

The industry-analyst community grows increasingly influential in determining how companies develop, market and use everything related to technology. Tech companies spend more than \$2.6 billion annually on information-technology research and analysis. And journalists look to analysts to provide an expert, independent validation to their stories.



From our 2001 work with industry analysts, we determined that for a typical client, A2 initiates and conducts at least 50 percent more analyst interactions, with their focus on strategic themes rather than only product or “event” triggers. A2 also generates a 200 percent increase in analysts’ participation in press releases and media coverage and delivers at least a doubling in the number of client mentions in analyst research reports.

With A2’s assistance, Ketchum’s Cingular Wireless team recently helped the company launch a bold new pricing plan – with no payments for long-distance calls or roaming.

As a result, a *Chicago Tribune* business story secured by Ketchum Chicago not only included positive contributions from three analysts briefed by Cingular, it predicted that Cingular’s strategy would force rivals to offer their own generous cell-phone packages.

Now, A2 is going global. Already the analyst relations team has been called into action on a new business-development pitch in Munich.

To contact Paul Rand, [click here](#).

BACK TO TOP NEXT PAGE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

# KETCHUM COUNSELORS (CONT'D)

## KETCHUM INSIDE Peter Fleischer, Partner/Director



The impact of Enron's collapse will continue to send shock waves through businesses throughout the world. That and the weak economy are changing the face of corporate communications. For management everywhere, Enron has caused epidemic erosion of trust by employees, making the No. 1 priority for workplace communications to restore trust in the workplace and rebuild cultures of integrity.

Intensifying the dilemma is the "lay-off hangover" that the recession worsened. And another trend for businesses with younger workers is their enormous skepticism of management. They don't buy into the hype, and leaders can't hide behind words anymore. The implications are serious. As the economy rebounds, we will see a number of folks jumping ship. Companies will have difficulties handling this because when it occurs, institutional memory walks out the door.

We have developed a number of innovative approaches to tackle this challenge. While the focus five years ago centered on recruiting talent, today's focus involves retaining top talent. We now work more frequently with companies to ensure that the human touch is part of the corporate modus operandi. What interests me most in this process is the incalculable equity inherent in leaders who can retain employees and build a strong internal spirit.

Recognizing this, we have initiated internal branding initiatives. More than any strategy or profit forecast, the human touch will propel our businesses into the next century and beyond.

To contact Peter Fleischer, [click here](#).

BACK TO TOP

NEXT PAGE

## VOICE OF INFLUENCE



## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES



[SCROLL](#) [SCROLL](#) 

PASSION AND PRECISION IN COMMUNICATION

## GLOBAL ISSUES

KETCHUM CHAIRMAN DAVID DROBIS

DISCUSSES THE NEW GLOBAL IMPERATIVE FOR PUBLIC RELATIONS



[GOT A QUESTION/COMMENT?](#) [PRINT THIS ARTICLE](#) 

Globalization continues to advance despite the concerted movement to suppress it. As Ketchum Chairman David Drobis emphasizes in a recent speech, unless the benefits of the international economy are recognized and communicated, the forces against globalization could suppress the benefits to developing regions and their people.



Research studies increasingly show – as does the international economic landscape – that the spread of globalization can and does improve the lives and economies of developing *and* developed countries. Ketchum directors around the world who deal with international issues detect the positive aspects of globalization daily as they work with clients on business challenges.

Here are observations from six front-line Ketchum leaders, including David, who are helping clients open international markets, launch new products worldwide and develop fresh ways of communicating abroad.

[BACK TO TOP](#) [NEXT PAGE](#) 

## VOICE OF INFLUENCE



## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

## GLOBAL ISSUES (CONT'D)

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 



## Globalization

**Jerry Olszewski**  
Senior Partner/International

No man is an island – and neither is a company. This is globalization today for a growing number of companies: A tough issue arises over, say, a company's operation in Asia; it causes noisy protests in Europe, but it really strikes the company's brand product in its major market, the U.S. What do you do?

We hear that question a lot, and you needn't have a crisis to spark these discussions either. Companies want to know what to look for when tapping a communications partner to help them globally. Here are a few practical suggestions:

- **Consistency:** This remains at the heart of the issue and the opportunity. Look for a partner who will be as excellent everywhere as it is in the office you know and respect the most. And demand an ability to consistently communicate about your company and your products and services, whether in Berlin, Beijing Buenos Aires, because with today's Internet speed, an inconsistency in one will quickly be spotted in another.
- **Talent:** It must be deep, global and seasoned. When you're working with a single, well-integrated and deeply talented network, you should expect it to deliver consistent messaging with precision and efficiency, both in time and cost.
- **Experience:** Ask for specifics about your partner's connectivity. How do knowledge, information and best practices make their way around the global network? Does your partner's structure allow for rapid responses to a crisis or an opportunity? Do they recognize the internal political issues at play when a client's global offices thrive on autonomy but the situation at hand requires one consistent response worldwide? In managing an issue, does the agency conduct global crisis simulations using what it has learned in similar situations?

BACK TO TOP NEXT PAGE 

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

VOICE OF INFLUENCE



STREET SMARTS




KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL 

SCROLL 

## GLOBAL ISSUES (CONT'D)

- **Prioritize:** Consistency, of course, is critical, but not all markets and geographies are equal, so probe deeply for talent and expertise in those markets that are gateways to whole regions of the world. While admitting that an issue can emerge from anywhere (cyberspace included), it only makes sense to recognize the agenda-setting role of gateway markets like London, Hong Kong, New York and Washington. Communicators better have it right in those locations or suffer the consequences.
- **The ‘Macro’ Factor:** Successful globalization requires the advocacy and the attention of your government – arguing on your behalf, positioning your industries and acting as commercial liaisons. After Sept. 11, the attention of many governments shifted to safety and security issues so the normal advocacy efforts faded. Look for a partner who will help you be a better advocate for yourself and that can handle the “micro” issues when “macro” conditions focus a government’s attention elsewhere.


As the forces of globalization confront you with more challenges, your communications partner must assume the lead in providing strategic and cross-cultural communications, and in giving its full attention to the alignment of internal and external messages.

**David R. Drobis**  
Senior Partner/Chairman

A survey by *The Economist* after the Sept. 11 terrorist attacks blames business and government for the failure to communicate the benefits and activities of globalization and alliance building. No one is better suited in the world to tackle this communications problem than the people in the public relations profession.

We have the experience and expertise to help unravel the tangled web of messages and misperceptions and to build mutual confidence among groups so that globalization can reach its full potential. I recommend a strategic communications plan that targets three principal agents in the globalization debate:

**The Private Sector:** We must help disprove the allegations that international capitalism is nothing more than a byword for oppression. Studies show that companies who pursue initiatives related to the environment, labor standards and human rights are rewarded

BACK TO TOP 

NEXT PAGE 



VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL



PASSION AND PRECISION IN COMMUNICATION

## GLOBAL ISSUES (CONT'D)

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

with improved business success in a number of areas, including corporate reputation. Given the link between corporate social responsibility and reputation, we are in a unique position to help companies develop, institutionalize and communicate their corporate social responsibility practices.

**Non-Governmental Organizations:** Companies also must build confidence with this important group, even though many are hostile to globalization. One group that can help is the United Nations Global Compact initiative, which links companies with NGOs and U.N. agencies to address issues concerning human rights, the environment and labor. The NGO community also acts as certification bodies for products and services produced in socially responsible and environmentally friendly ways.

**International Institutions:** Many of these institutions, including the World Trade Organization and even the U.N., have become lightning rods for the globalization backlash and need communications counsel. We've learned valuable lessons assisting the U.N. Global Compact initiative. For instance, principles and practices we take for granted – message development, influencer outreach and targeted media relations – often are unfamiliar to public-affairs specialists who have spent careers within large, inward-looking organization – these colleagues are eager for our counsel. Also, international institutions should consider how to market themselves in ways that dispel misperceptions and advance their agendas, and we can serve an important role.

The changes in our world have led us to perhaps the most pivotal moment in the history of our profession. We have the opportunity to elevate public relations to heights that would have seemed impossible in years past.

To obtain a copy of David Drobis' recent speech on globalization, [click here](#).

**Jon Higgins**  
**Chief Executive Officer, Ketchum London**

Business prospects are lining up like Friday afternoon flights at Heathrow. What explains this? An accelerated global network that has London staffers calling on colleagues in San Francisco to pitch

BACK TO TOP

NEXT PAGE

## VOICE OF INFLUENCE



## STREET SMARTS



## KETCHUM COUNSELORS



## GLOBAL ISSUES

SCROLL SCROLL 

PASSION AND PRECISION IN COMMUNICATION

## GLOBAL ISSUES (CONT'D)

GOT A QUESTION/COMMENT? PRINT THIS ARTICLE 

the British Potato Council, Atlanta for Six Continents Hotels, a U.S. client looking for pan-European support, and Ketchum Pittsburgh for Heinz.

This cross-continental network of alliances underscores life in the global-economy fast lane. Making the often obscure and elusive concept of cross-cultural business accessible requires practical, proven and workable ways to engage with clients, colleagues and new business prospects.



Consider these recent events. The London staff recently chaperoned a group of Spanish journalists seeking the scoop on Starbucks, which is opening a Madrid coffeehouse later this year. Colleagues in Paris, Munich, Hong Kong and Modesto, Calif., joined the London team to brainstorm global strategy and distribution for California Almonds.

**Nicola “Nick” Pizzoni**  
**Managing Director, Ketchum GmbH, Munich, Germany**

Globalization touches our lives daily – whether it’s driving an aggressive expansion of Ketchum’s digital strategy throughout Europe or focusing on the new challenges to brand value arising from the anti-globalization movement at a Ketchum-sponsored crisis-management seminar. Corporations like IBM, Transmeta, SupplyOn and Access have been popping up on my radar screen ever more frequently in the past year. And closer to home, where does a consortium of 17 Spanish bodegas turn to increase consumer awareness of their high-class wines? They turn to Ketchum Munich.

Increasingly, this expanding internationalism involves Ketchum offices throughout the world. We increasingly forge “best teams” from throughout Ketchum’s worldwide network to handle multi-country consumer campaigns – whether it’s to launch a toy throughout Europe or help a tech company get its message to industry and financial analysts around the continent. When Duke University decided to start a new cross-continent Master of Business Administration program based in Frankfurt, Germany, they tapped us to target German, American and European media to spread its message to the program’s target audience.

And then there are those bodegas from the Ribera del Duero region

BACK TO TOP NEXT PAGE 

## VOICE OF INFLUENCE





## STREET SMARTS



## KETCHUM COUNSELORS





## GLOBAL ISSUES

[SCROLL](#) [SCROLL](#) 

PASSION AND PRECISION IN COMMUNICATION

## GLOBAL ISSUES (CONT'D)

[GOT A QUESTION/COMMENT?](#) [PRINT THIS ARTICLE](#) 

of Spain. While the region's wines have become quite popular among wine aficionados, the region has been relatively unknown to casual wine consumers. The 17 bodegas merged into the name Ribera Export and retained us to develop and execute an integrated communications outreach campaign. We developed a contest to choose an "expert" in wines from the region and to act as a host at several Ketchum-sponsored wine tastings, the "Ribera del Duero Noches." The winner did a great job sharing his passion for the wines, and many guests stayed late at the tastings to talk with him. Excellent media coverage followed and demonstrated the increased recognition of wines from the region.



Consequently, more German companies are looking to us because of our international expertise. In the past, we got those opportunities almost exclusively from other Ketchum Network offices. We now initiate contact with other international Ketchum offices to form network alliances for clients.

**Joseph McCormack**  
Principal, Ketchum/Corporate Technology Communications,  
Chicago

I'm convinced the success of global business is about one thing: the character of the people doing business together. As Americans, we're afraid to let people know us, to see inside. You must let go of that if you want to do business internationally. There are no barriers or boundaries to character. When trust is won, then business can begin. When I was named head of the account team for MindTree Consulting Pvt. Ltd., based in India, all I knew about the country of one billion people was that my wife had a relative, a Jesuit priest, stationed somewhere in New Delhi. But because I had lived and worked in Madrid, I understood clearly that relationships are what make business thrive globally.

The steadily growing market for software intellect was positioning India and, specifically, MindTree as emerging leaders in the global information-technology industry. To succeed with the account, I knew I must get to know the MindTree people as individuals and friends – to develop a personal chemistry.

So when MindTree founder Subroto Bagchi opened a second head-

[BACK TO TOP](#) [NEXT PAGE](#) 

## VOICE OF INFLUENCE





## STREET SMARTS



## KETCHUM COUNSELORS





## GLOBAL ISSUES

[SCROLL](#) [SCROLL](#) 

PASSION AND PRECISION IN COMMUNICATION

## GLOBAL ISSUES (CONT'D)

[GOT A QUESTION/COMMENT?](#) [PRINT THIS ARTICLE](#) 



quarters for the company in Somerset, N.J. – to remove geographic and cultural barriers – I spent much of my summer there. I wasn't so much at the office but dining with Mr. Bagchi, other MindTree leaders and their families and a growing circle of friends. Most of the business with MindTree is done face-to-face, with MindTree leaders flying to Chicago or our team flying to New Jersey. Mr. Bagchi even invited me to his 40th birthday party.

### **Marianne Friese** **Partner/General Manager Beijing**

“International” isn't part of our business. It IS our business. Recently, our team in Beijing was working for Germany's Bertelsmann, the world's fourth-largest media company. It had scheduled an annual party here, a dinner for key staff and partner companies, at a five-star hotel. The day before the party, when I inquired about seating arrangements, I discovered that Bertelsmann headquarters had decided against a sit-down dinner so there could be more mingling and networking.

From a German and U.S. perspective, this is quite normal. But in China, it is taboo to invite someone to be honored and not have a seat for the person. We realized that to make up for this error, we must provide special entertainment and personal care for our Chinese guests. We also realized it would not be suitable to stand and eat. I smelled an impending disaster. We contacted the other major hotels in Beijing, finally finding another spot to hold the event. It had to truck in 20 tables, but did so to make the event a cultural success.

This is the face of global business. From the time I start my day to late at night, I wrestle with the global and cultural dimensions of the international business to create a marketing powerhouse in our corner of the world. That's a tough challenge since the Chinese are far more advanced in technology. So I've developed a technology team, even before putting into place a workplace team.

[BACK TO TOP](#) [NEXT PAGE](#) 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL 

SCROLL 



PASSION AND PRECISION IN COMMUNICATION

## WHAT'S HOT AT KETCHUM


Extranet is *not* a takeoff of the 1950s TV show *Dragnet* starring Jack Webb. But it represents a trend enveloping more and more corporations.


Companies are starting to use extranets to extend their computer networks to customers, partners and others. While more private than a Web site, which is open to everyone, extranets are more open than a corporate intranet, which is accessible only to employees. With an extranet, whether you're in your office or in a cybercafe in Rome, you can enter your name and password and can check on the status of projects, update files and upload new documents, among other things.



By one count, less than 15 percent of companies report they're highly integrated with customers. But the research firm Gartner predicts that by 2004, it will be routine for customers to use digital technology to create virtual work areas online, share knowledge and collaborate with their partners. At Ketchum, we're already there. Several years ago we recognized the importance in handling business in "real time" so we created a seamless work environment, a place where our colleagues could collaborate. This technology was dubbed *myKGN* (Ketchum Global Network). Our award-winning *myKGN* is an integrated corporate portal for our employees that the Meta Group studied and praised for its business benefits and the return on investment it delivers.

Now we've taken what we've learned the past two years and created *myPR Portal* for our clients. This secure extranet helps clients interact with us and with other important partners inside and outside their organization to solve business and communications problems through a unified online environment. Using *myPR Portal*, they can better coordinate their programs. It also offers a single access point for important applications and online resources. We call it *The Digital Dashboard for the PR Professional*.

GOT A QUESTION/COMMENT? 

PRINT THIS ARTICLE 

VOICE OF INFLUENCE



STREET SMARTS



KETCHUM COUNSELORS



GLOBAL ISSUES



SCROLL

SCROLL

GOT A QUESTION/COMMENT?

PRINT THIS ARTICLE

# WHAT'S HOT AT KETCHUM (CONT'D)

*myPR Portal* is one of many digital client resources provided by Ketchum. Contact John Kessling, senior vice president/director of digital client strategies, at [john.kessling@ketchum.com](mailto:john.kessling@ketchum.com), or your Ketchum account team to learn more.



Ketchum's *myPR Portal* provides clients a single access point to critical applications. One (above) is MediaFocus, Ketchum's online media monitoring and analysis system that provides a continuously updating archive for the storage, measurement and assessment of media results.



PASSION AND PRECISION IN COMMUNICATION

BACK TO TOP

NEXT PAGE