SECTION A – AN OVERVIEW OF THE ENTIRE FINDINGS RELATIVE TO ALL RESPONDENTS

I. Respondents

Of the 328 persons who responded to the survey, 61% were from **publicly** held companies and 39% from **privately** held. The numbers of respondents in public and private organizations were sufficient to permit an explicit comparison between the practices, attitudes and opinions between them. It is reasonable to hypothesize that publicly and privately held companies have somewhat different PR practices and priorities since they are beholden and responsive to different sets of stakeholders.

It should be noted that the results of the study are not necessarily reflective of the entire population of U.S. businesses. The fact that more respondents are from public companies than private companies places a limit on the generalization of the findings to all organizations.

Respondents by Company Size

Participants were asked to state their companies' gross revenues in whole dollars for the most recently completed fiscal year. Respondents were then grouped based on the standard Fortune magazine revenue categories. (The Fortune categories are used throughout this report.)

Company Size (Gross Revenue)

Table A1: Respondents by Company Size (Gross Revenue)			
Revenue Categories	***Average Revenues***	***Number of Respondents***	***% of Total Respondents***
$6 Billion+ [Fortune 500]	$22,975,000,001	72	26%
$3.1-$6 Billion [Fortune 501-1000]	$4,471,000,001	25	9%
$1.6-$3.1 Billion [Fortune 1001-2000]	$2,218,000,000	42	15%
$580M-$1.6 Billion [Fortune 2001-5000]	$1,020,000,000	51	18%
$100M-$580 Million [Fortune 5001-20000]	$291,000,000	52	19%
Less than $100 Million [Fortune 20000+]	$27,000,000	38	14%
Total	**$6,884,000,000**	**280**	**100%**

Note: Almost consistently throughout this report, the Fortune 501-1000 category is an "outlier," meaning it differs markedly from the other Fortune categories. At this time, we don't know whether this is a statistical anomaly or the true state of affairs.

Respondents by Revenue Category

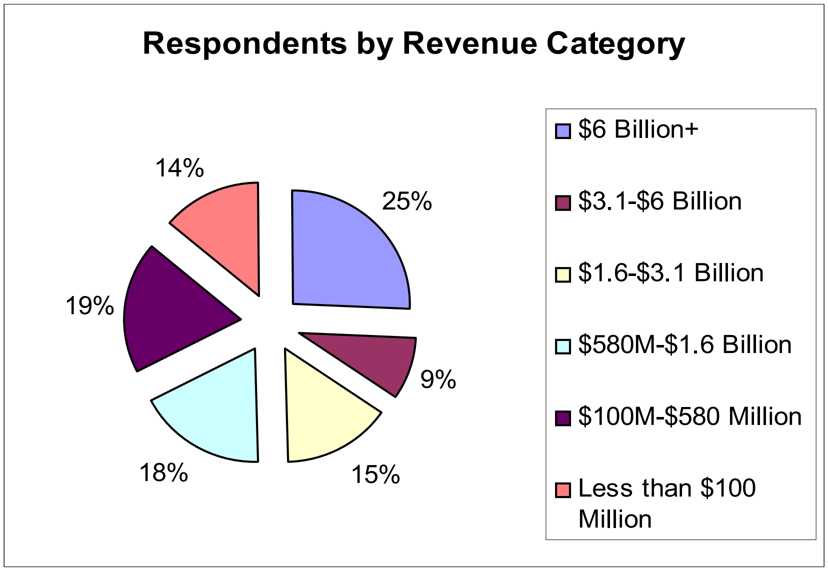

Table A2

Significant Findings

When the size of a company is correlated with other questions and variables in the survey, the following were found:

1) The larger the company (as measured by gross revenues), the stronger top management's perception of PR's contribution to the success of the organization.
2) The larger the company, the greater the likelihood that PR reports to Marketing.
3) The larger the company, the greater the number of PR agencies that are utilized.

Average ROA

Respondents were asked to report their organizations' Return on Assets (ROA) for the most recently completed fiscal year.

Table A3: Respondents' Average Return On Assets (%)

Revenue Categories	*Average % of ROA*	*Number of Respondents*	*% of Total Respondents*
$6 Billion+ [Fortune 500]	2.08%	47	37%
$3.1-$6 Billion [Fortune 501-1000]	2.51%	21	17%
$1.6-$3.1 Billion [Fortune 1001-2000]	.73%	17	13%
$580M-$1.6 Billion [Fortune 2001-5000]	1.40%	24	19%
$100M-$580 Million [Fortune 5001-20000]	3.97%	13	10%
Less than $100 Million [Fortune 20000+]	-1.68%	4	3%
Total	**1.92%**	**126**	**100%**

Significant Findings

1. The higher a company's ROA, the higher the positive increase in its PR budget over the last year, and vice versa. One possible interpretation is that even in difficult times, healthy companies recognize the need to maintain or increase their investments in PR, thereby maintaining or increasing "share of voice" and strengthening what can be called their "Reputational Reserve."
2. In companies with lower ROAs, there is a greater likelihood that PR will report to Finance.
3. In companies with higher ROAs, PR staffs tend to be larger, and vice versa.
4. As would be expected, the higher a company's ranking on the Fortune "Most Admired Companies" list the higher its ROA. In contrast, company size (i.e., revenues) does not go hand in hand with increased ROA.

Average Total PR Budgets

An analysis of the respondents' total average PR budget revealed the following:

Table A4: Respondents' Total Average PR Budgets

Revenue Categories	*Average Budget (in millions)*	*Number of Respondents*	*% of Total Respondents*
$6 Billion+ [Fortune 500]	$8.5M	47	23%
$3.1-$6 Billion [Fortune 501-1000]	$2.2M	16	8%
$1.6-$3.1 Billion [Fortune 1001-2000]	$2.7M	31	15%
$580M-$1.6 Billion [Fortune 2001-5000]	$1.4M	40	20%
$100M-$580 Million [Fortune 5001-20000]	$1.5M	40	20%
Less than $100 Million [Fortune 20000+]	$0.4M	29	14%
Total	**$3.2M**	**203**	**100%**

Significant Findings

1) The Fortune 500 companies (i.e., the largest revenue categories) spend disproportionately more on PR than all other companies.
2) There appears to be a "critical level" of PR expenditures in the $1.25-$1.75 million range irrespective of company size (*except* for those under $100 million in revenues). **Note: Some respondents may have included salaries in their budget figures while others did not.**
3) The Services sector has higher PR budgets as percent of revenues than those firms do in other industry sectors. However, it must be noted that the smallest (less than $100M) firms are in the Services sector and have smaller revenues. As a result, their PR budget as a percent of revenues is higher. This effect may, in fact, have nothing to do with industry differences.

Increased/Decreased/Flat PR Budgets

The participants were asked if their PR budgets increased, decreased or remained flat in the current fiscal year.

Table A5: Has PR Budget Increased, Decreased or Remained Flat in the Current Fiscal Year?

Revenue Categories		***% Decreased***	***% Flat***	***% Increased***	***Total***
$6 Billion + [Fortune 500]	***% within Revenue Categories***	***39%***	***32%***	***29%***	***100%***
	[number of respondents]	[28]	[23]	[21]	[72]
$3.1-$6 Billion [Fortune 501-1000]	***% within Revenue Categories***	***33%***	***54%***	***13%***	***100%***
	[number of respondents]	[8]	[13]	[3]	[24]
$1.6-$3.1 Billion [Fortune 1001-2000]	***% within Revenue Categories***	***29%***	***44%***	***27%***	***100%***
	[number of respondents]	[12]	[18]	[11]	[41]
$580M-$1.6 Billion [Fortune 2001-5000]	***% within Revenue Categories***	***45%***	***25%***	***29%***	***100%***
	[number of respondents]	[23]	[13]	[15]	[51]
$100M-$580 Million [Fortune 5001-20000]	***% within Revenue Categories***	***25%***	***27%***	***47%***	***100%***
	[number of respondents]	[13]	[14]	[24]	[51]
Less than $100 Million [Fortune 20000+]	***% within Revenue Categories***	***39%***	***34%***	***26%***	***100%***
	[number of respondents]	[15]	[13]	[10]	[38]
Total	***% within Revenue Categories***	***36%***	***34%***	***30%***	***100%***
	[number of respondents]	[99]	[94]	[84]	[277]

Significant Findings

1) Despite difficult economic times, the number of PR budgets that have remained flat is approximately the same as those that have decreased; a surprising 30% have actually increased

Average Percentile Budget Change

It's also interesting to note the average percentile changes in PR budgets:

Table A6: Average % Budget Change			
Revenue Categories	*Average % Budget Change*	*Number of Respondents*	*% of Total Respondents*
$6 Billion + [Fortune 500]	-3%	49	23%
$3.1-$6 Billion [Fortune 501-1000]	-3%	18	8%
$1.6-$3.1 Billion [Fortune 1001-2000]	-3%	34	16%
$580M-$1.6 Billion [Fortune 2001-5000]	-3%	42	20%
$100M-$580 Million [Fortune 5001-20000]	-1%	44	21%
Less than $100 Million [Fortune 20000+]	-3%	26	12%
Total	**-3%**	**213**	**100%**

Significant Findings

1) Companies that support PR to a greater extent, as indicated by higher percentage of revenue spent on PR, increased their budgets even more than companies with smaller percentages of revenues spent on PR. Once again, this suggests that companies that support PR invest in it to an even greater extent during difficult times.
2) The greater the positive percentile change in PR budget, the more likely the organization describes itself as putting people first and being profitable.
3) In companies where budgets decreased, PR is more likely to report to Legal.

PR:GR Ratio

Next, we examined the average percentage of gross revenues dedicated to PR budgets (the PR:GR ratio).

Table A7: Average % of Gross Revenues Dedicated to PR Budgets			
Revenue Categories	*Average % of Gross Revenues to PR*	*Number of Respondents*	*% of Total Respondents*
$6 Billion + [Fortune 500]	0.03%	43	23%
$3.1-$6 Billion [Fortune 501-1000]	0.05%	14	8%
$1.6-$3.1 Billion [Fortune 1001-2000]	0.12%	26	14%
$580M-$1.6 Billion [Fortune 2001-5000]	0.13%	36	20%
$100M-$580 Million [Fortune 5001-20000]	0.77%	37	20%
Less than $100 Million [Fortune 20000+]	2.38%	27	15%
Total	**0.56%**	**183**	**100%**

Significant Findings

1) Overall, companies tend to spend an average of 0.56% of gross revenues on PR – a PR:GR ratio of .56 cents to $1.
2) There is a significant positive correlation between the PR budget as a percent of gross revenues in the Fortune 500 and 2001-5000 categories and the degree to which PR is perceived to make a contribution to Strategic Planning. This suggests that in many organizations there is a financial benefit, as well as a professional respect benefit, to having a seat at the strategic table.
3) As might be expected, the average percentage of gross revenues dedicated to PR increases as revenues decrease. However, the gap between the largest companies (.03%) and the smallest (2.38%) is eye opening.

4) Companies that support PR to a greater extent, as indicated by higher percentage of revenues spent on PR, increased their budgets even more than others; demonstrating that companies that believe in and support PR invest in it even more in difficult times.
5) In companies with lower percentages of revenue dedicated to PR (lower PR:GR ratios), PR is more likely to report to Marketing. A possible interpretation is that when PR reports to Marketing, it is less integrated with other functions and more likely to focus on sales and marketing oriented activities, rather than a broader array of assignments.
6) The larger the PR budget:
    - The more seriously PR is taken when making a recommendation to top management.
    - The higher level of support for PR from senior management
    - The higher the perceived contribution by PR to Strategic Planning
    - The more that an organization perceives itself as having a good external reputation.
    - The more that the PR organization has responsibility for community relations and, to some extent, philanthropy.
    - The more likely that an organization uses the following measures of PR results: influence on corporate culture; influence on stakeholder attitudes; inclusion in business ranking lists such as “Best Places to Work,” “Best Brands,” etc.
    - The less likely that an organization uses ad equivalency of media clips in measuring PR success.
7) Companies that are both financially strong and weak (as measured by ROA) are equally likely to use PR agencies

II. Structure/Size/Reporting Lines of the Public Relations Function

PR Function Reporting Lines

Respondents were asked to indicate to whom they report.

Table A8: PR Function Reporting Lines

Revenue Categories		***Executive Office, CEO, COO***	***Marketing***	***HR***	***Legal***	***Finance***	***Multiple***	***Total***
$6 Billion +	***% within Revenue Category***	***63%***	***23%***	***5%***	***3%***	***2%***	***5%***	***100%***
[Fortune 500]	[number of respondents]	[40]	[15]	[3]	[2]	[1]	[3]	[64]
$3.1-$6 Billion	***% within Revenue Category***	***64%***	***16%***		***8%***	***4%***	***8%***	***100%***
[Fortune 501-1000]	[number of respondents]	[16]	[4]		[2]	[1]	[2]	[25]
$1.6-$3.1 Billion	***% within Revenue Category***	***45%***	***20%***	***10%***	***8%***	***10%***	***8%***	***100%***
[Fortune 1001-2000]	[number of respondents]	[18]	[8]	[4]	[3]	[4]	[3]	[40]
$580M-$1.6 Billion	***% within Revenue Category***	***50%***	***28%***	***9%***	***4%***		***9%***	***100%***
[Fortune 2001-5000]	[number of respondents]	[23]	[13]	[4]	[2]		[4]	[46]
$100M-$580 Million	***% within Revenue Category***	***43%***	***35%***	***2%***		***4%***	***16%***	***100%***
[Fortune 5001-20000]	[number of respondents]	[21]	[17]	[1]		[2]	[8]	[49]
Less than $100 Million	***% within Revenue Category***	***42%***	***42%***	***3%***			***14%***	***100%***
[Fortune 20000+]	[number of respondents]	[15]	[15]	[1]			[5]	[36]
Total	***% within Revenue Category***	***51%***	***28%***	***5%***	***3%***	***3%***	***10%***	***100%***
	[number of respondents]	[133]	[72]	[13]	[9]	[8]	[25]	[260]

Significant Findings Regarding Reporting Lines (Chart Previous Page)

1. While historical data are not available, it would appear that more PR organizations (51% of respondents) currently report to the Executive Office (CEO, COO, Chairman) than has been the case in the past.
2. In larger companies, PR is much more likely to report to the Executive Office than in smaller ones.
3. Despite the fear by some practitioners that PR might become merely a "tool of Marketing," only 28% of respondents actually report to Marketing.
4. The percentages of cases in which PR reports to Human Resources (HR), Legal or Finance are relatively insignificant.
5. A somewhat surprising 10% of respondents report that they have multiple reporting lines.
6. As measured by ROA, PR reporting line is *not* an indicator of a company's financial success. But, in companies where PR reports to the CEO rather than Finance, the ROA tends to be higher.

There also is an interesting relationship between the level of senior management support and PR reporting line.

For purposes of gaining management support, the worst place for PR to report is Marketing., and, not surprisingly, in organizations where there is a high level of support for PR from senior management, PR reports directly to the Executive Office.

Average PR Staff Size by Revenue Category

The size of the PR staff as reported by the participants ranges from one to 850. However, the mean staff size for all respondents (24) is skewed because of the relatively large number of Fortune 500 firms in our sample.

Table A9: Average Number of People in PR Staff by Revenue Category			
Revenue Categories	***Average PR Staff Size***	***Number of Respondents***	***% of Total Respondents***
$6 Billion + [Fortune 500]	69	71	26%
$3.1-$6 Billion [Fortune 501-1000]	13	24	9%
$1.6-$3.1 Billion [Fortune 1001-2000]	15	40	15%
$580M-$1.6 Billion [Fortune 2001-5000]	8	50	18%
$100M-$580 Million [Fortune 5001-20000]	7	51	19%
Less than $100 Million [Fortune 20000+]	4	36	13%
Total	**24**	**272**	**100%**

Significant Findings

1) Consistent with previous findings on budget size, larger companies have disproportionately larger PR staffs.
2) The higher the ROA, the greater the number of PR staff.
3) Not surprisingly, the larger the internal PR staff, the smaller the percentage of total PR budget allocated to agency fees. *However,* the more PR people on staff, the larger the number of PR agencies used. This suggests that there is no inherent conflict between size of internal staff and the use of agencies, as distinct from the degree to which agencies are used.
4) The larger the PR staff:
   - The greater the extent to which PR is taken seriously by and receives support from senior management.
   - The greater the likelihood that the organization uses crisis avoidance/mitigation, and inclusion on business ranking lists (i.e. "Most Admired") as measures of PR's effectiveness.
   - The greater the extent to which PR is perceived as contributing to Strategic Planning.

Interestingly, there is a low but significantly positive correlation between the size of respondents' PR staffs and their ROAs. This could be because financially healthier companies can afford larger staffs, or because larger PR staffs make a greater contribution to success, or both.

PR Staff Size by Industry Category

Average staff size by industry (1-digit SIC code) are shown below:

Table A10: PR Staff Size By Industry Category			
1-Digit SIC	*Size of PR Staff (Avg.)*	*Number of Responses*	*% of Total Respondents*
Manufacturing	25	91	34%
Utilities and Transportation	41	39	14%
Trade	13	19	7%
Finance, Insurance, and Real Estate	13	41	15%
Services	13	80	30%
Total	**21**	**270**	**100%**

Average staff size by industry (1-digit SIC code) and revenue categories are shown on the following page.

Table A11: PR Staff Size By Industry and Revenue Categories*				
Revenue Categories	*1-Digit SIC*	*Size of PR Staff (Average)*	*Number of Respondents*	*% of Total Respondents*
$6 Billion + [Fortune 500]	Manufacturing	63	27	11%
	Utilities and Transportation	88	15	6%
	Trade	39	4	2%
	Finance, Insurance, Real Estate	26	11	4%
	Services	43	8	3%
	Total	**59**	**65**	**27%**
$3.1-$6 Billion [Fortune 501-1000]	Manufacturing	15	11	4%
	Utilities and Transportation	14	7	3%

	Trade	4	1	0%
	Finance, Insurance, Real Estate	11	3	1%
	Services	10	1	0%
	Total	**13**	**23**	**9%**
$1.6-$3.1 Billion [Fortune 1001-2000]	Manufacturing	13	15	6%
	Utilities and Transportation	13	9	4%
	Trade	3	3	1%
	Finance, Insurance, Real Estate	14	3	1%
	Services	26	7	3%
	Total	**15**	**37**	**15%**
$580M-$1.6 Billion [Fortune 2001-5000]	Manufacturing	7	17	7%
	Utilities and Transportation	8	4	2%
	Trade	3	5	2%
	Finance, Insurance, Real Estate	7	10	4%
	Services	11	8	3%
	Total	**7**	**44**	**18%**
$100M-$580 Million [Fortune 5001-20000]	Manufacturing	4	10	4%
	Utilities and Transportation	7	3	1%
	Trade	13	3	1%
	Finance, Insurance, Real Estate	9	6	2%
	Services	7	26	11%
	Total	**7**	**48**	**20%**
Less than $100 Million [Fortune 20000+]	Manufacturing	3	5	2%
	Utilities and Transportation	5	1	0%
	Trade	5	3	1%
	Finance, Insurance, Real Estate	6	3	1%
	Services	3	16	7%
	Total	**4**	**28**	**11%**
Total	**Manufacturing**	**26**	**85**	**35%**
	Utilities and Transportation	**41**	**39**	**16%**
	Trade	**13**	**19**	**8%**
	Finance, Insurance, Real Estate	**14**	**36**	**15%**
	Services	**13**	**66**	**27%**
	Total	**22**	**245**	**100%**

* Note: In categories where there are fewer than 8 respondents, the figures for staff size are too small to be used for decision-making purposes

<u>Significant Findings Regarding Staff Size by Industry and Revenue Categories (Chart Previous Page)</u>

1) Not surprisingly, larger companies (Fortune 1000) have larger staffs. Companies in the Utilities/Transportation and Manufacturing categories also have larger staffs.
2) In smaller revenue categories, Services and Trade sectors have higher mean staff sizes. It is interesting to note that in the Fortune 1001-2000 category, the Service sector has double the size of staff than other sectors.

III. AGENCY USAGE STATISTICS

Respondents were asked a variety of questions about their use of and satisfaction level with PR agencies.

Do/Don't Use PR Agencies

Table A12: % That Do/Don't Use PR Agencies

Revenue Categories		***Don't Use Agencies***	***Use Agencies***	***Total***
$6 Billion +	***% within Revenue Categories***	**10%**	**90%**	**100%**
[Fortune 500]	[number of respondents]	[7]	[61]	[68]
$3.1-$6 Billion	***% within Revenue Categories***	**8%**	**92%**	**100%**
[Fortune 501-1000]	[number of respondents]	[2]	[22]	[24]
$1.6-$3.1 Billion	***% within Revenue Categories***	**13%**	**87%**	**100%**
[Fortune 1001-2000]	[number of respondents]	[5]	[34]	[39]
$580M-$1.6 Billion	***% within Revenue Categories***	**18%**	**82%**	**100%**
[Fortune 2001-5000]	[number of respondents]	[9]	[40]	[49]
$100M-$580 Million	***% within Revenue Categories***	**20%**	**80%**	**100%**
[Fortune 5001-20000]	[number of respondents]	[10]	[39]	[49]
Less than $100 Million	***% within Revenue Categories***	**17%**	**83%**	**100%**
[Fortune 20000+]	[number of respondents]	[6]	[29]	[35]
Total	***% within Revenue Categories***	**15%**	**85%**	**100%**
	[number of respondents]	**[39]**	**[225]**	**[264]**

Significant Findings

1. 85% of respondents work with outside PR agencies, indicating that the use of agencies is now the norm in American business across all revenue categories included in this study.
2. Not surprisingly, agency use tends to increase with organizational size, probably due to the larger mix communications challenges facing larger organizations.
3. Organizations in the Utilities/Transportation category tend to use agencies to a greater extent.

% Of PR Budget Allocated to Agency Fees

Respondents were asked to indicate what percent of their overall PR budget is allocated to agency fees.

Table A13: % of PR Budget Allocated to Agency Fees			
Revenue Categories	***% of PR Budget***	***Number of Respondents***	***% of Total Respondents***
$6 Billion + [Fortune 500]	25%	49	22%
$3.1-$6 Billion [Fortune 501-1000]	12%	19	87%
$1.6-$3.1 Billion [Fortune 1001-2000]	23%	34	16%
$580M-$1.6 Billion [Fortune 2001-5000]	28%	40	18%
$100M-$580 Million [Fortune 5001-20000]	20%	44	20%
Less than $100 Million [Fortune 20000+]	27%	33	15%
Total	**23%**	**219**	**100%**

Significant Findings

1. Overall, respondents dedicate 23% of their total PR budgets to PR agency fees

Average Number of Agencies Used

Participants were asked to indicate the number of PR agencies with whom they work.

Table A14: Average Number of Agencies Used

Number of Agencies Used		*$6 Billion + [Fortune 500]*	*$3.1-$6 Billion [Fortune 501-1000]*	*$1.6-$3.1 Billion [Fortune 1001-2000]*	*$580M-$1.6 Billion [Fortune 2001-5000]*	*$100M-$580 Million [Fortune 5001-20000]*	*Less than $100 Million [Fortune 20000+]*	*Total*
0	*% within Number of Agencies Used*	*18%*	*5%*	*13%*	*23%*	*26%*	*15%*	*100%*
	% within Revenue Categories	*10%*	*8%*	*13%*	*18%*	*20%*	*17%*	*15%*
	[Count]	[7]	[2]	[5]	[9]	[10]	[6]	[39]
1	*% within Number of Agencies Used*	*14%*	*6%*	*16%*	*21%*	*25%*	*19%*	*100%*
	% within Revenue Categories	*16%*	*21%*	*33%*	*34%*	*41%*	*43%*	*31%*
	[Count]	[11]	[5]	[13]	[17]	[20]	[15]	[81]
2-3	*% within Number of Agencies Used*	*31%*	*9%*	*14%*	*19%*	*16%*	*12%*	*100%*
	% within Revenue Categories	*47%*	*38%*	*36%*	*40%*	*33%*	*34%*	*39%*
	Count	[32]	[9]	[14]	[20]	[16]	[12]	[103]
4-5	*% within Number of Agencies Used*	*27%*	*23%*	*19%*	*12%*	*12%*	*8%*	*100%*
	% within Revenue Categories	*10%*	*25%*	*13%*	*6%*	*6%*	*6%*	*10%*
	Count	[7]	[6]	[5]	[3]	[3]	[2]	[26]
6-7	*% within Number of Agencies Used*	*38%*	*25%*	*25%*	*13%*			*100%*
	% within Revenue Categories	*4%*	*8%*	*5%*	*2%*			*3%*
	Count	[3]	[2]	[2]	[1]			[8]
8-9	*% within Number of Agencies Used*	*100%*						*100%*
	% within Revenue Categories	*9%*						*2%*
	Count	[6]						[6]
10+	*% within Number of Agencies Used*	*1*						*100%*
	% within Revenue Categories	*3%*						*1%*
	Count	[2]						[2]
Total	*% within Number of Agencies Used*	*26%*	*9%*	*15%*	*19%*	*18%*	*13%*	*100%*
	% within Revenue Categories	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*
	Count	**[68]**	**[24]**	**[39]**	**[50]**	**[49]**	**[35]**	**[265]**

Significant Findings About Average Number of Agencies Used (Chart Previous Page)

1) Not surprisingly, the larger the client organization, the less likely it is to use a single agency.
2) Overall, respondents tend to use 2-3 agencies.
3) Those organizations that use multiple agencies tend to report that they are profitable, have an environment that is "more participatory," and use inclusion in business ranking lists ("Most Admired," etc.) as a measure of PR success.

Reasons for Working with Agencies

Respondents were asked to indicate their reasons for working with agencies by choosing from a list of eight possibilities. Multiple responses were allowed, as were write-ins.

Table A15: Reasons for Working with Agencies

Revenue Categories		***Objective point of view***	***Strategic/ market insight and experience***	***Ability to quantify results***	***Offset limitations of internal staff***	***Cheaper than adding staff***	***Easier than adding staff due to limits on internal "head count"***	***Senior management expects me to***
$6 Billion +	**% of Respondents**	**64%**	**73%**	**25%**	**66%**	**47%**	**36%**	**14%**
[Fortune 500]	[count]	[64]	[64]	[64]	[64]	[64]	[64]	[64]
$3.1-$6 Billion	**% of Respondents**	**52%**	**74%**	**9%**	**70%**	**22%**	**43%**	**9%**
[Fortune 501-1000]	[count]	[23]	[23]	[23]	[23]	[23]	[23]	[23]
$1.6-$3.1 Billion	**% of Respondents**	**45%**	**73%**	**12%**	**67%**	**30%**	**45%**	**9%**
[Fortune 1001-2000]	[count]	[33]	[33]	[33]	[33]	[33]	[33]	[33]
$580M-$1.6 Billion	**% of Respondents**	**48%**	**59%**	**13%**	**70%**	**37%**	**30%**	**11%**
[Fortune 2001-5000]	[count]	[46]	[46]	[46]	[46]	[46]	[46]	[46]
$100M-$580 Million	**% of Respondents**	**46%**	**62%**	**21%**	**67%**	**31%**	**26%**	**10%**
[Fortune 5001-20000]	[count]	[39]	[39]	[39]	[39]	[39]	[39]	[39]
Less than $100 Million	**% of Respondents**	**38%**	**76%**	**17%**	**69%**	**28%**	**28%**	**3%**
[Fortune 20000+]	[count]	[29]	[29]	[29]	[29]	[29]	[29]	[29]
Total	**% of Respondents**	**51%**	**69%**	**18%**	**68%**	**35%**	**34%**	**10%**
	[count]	[234]	[234]	[234]	[234]	[234]	[234]	[234]

<u>Significant Findings Regarding Reasons for Working with Agencies (Chart on Previous Page)</u>

1) Overall, respondents ranked their reasons for working with agencies in this order:
    a. Strategic/Market Insight
    b. Offset Limitations of Internal Staff
    c. Objective Point of View
    d. Cheaper Than Adding Staff
    e. Easier Than Adding Staff Due to Limits on "Head Count"
    f. Ability to Quantify Results
    g. Senior Management Expects Me To
2) Respondents are equally likely to use agencies for their perceived "Strategic/Market Insight and Experience" and their "Ability to offset the limitations of internal staff."
3) The use of agencies *in place of* internal staff ranks quite low. This suggests that most clients see their agencies as adding strategic, intellectual and experiential value, rather than just "extra arms and legs."
4) There is a small correlation between organizational turbulence and the use of agencies. A possible interpretation is that clients turn to agencies when facing communications/marketplace turbulence, rather than when they are experiencing calm environments.

Concerns About Working With Agencies

Respondents were asked to indicate their concerns about working with agencies by choosing from a list of eight possibilities. Multiple responses were allowed, as were write-ins.

Table A16: What Concerns Do You Have About Working With Agencies?

Revenue Categories		***Cost***	***Perceived return on investment***	***Staff turnover***	***Junior level of assigned team***	***Lack of knowledge /insight into our business***	***Vague policy regarding conflicts***	***Ability to quantify results***	***No concerns***
$6 Billion +	**% of Respondents**	**80%**	**44%**	**37%**	**54%**	**63%**	**7%**	**26%**	**3%**
[Fortune 500]	[# of respondents]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]
$3.1-$6 Billion	**% of Respondents**	**92%**	**64%**	**36%**	**52%**	**60%**	**8%**	**32%**	**0%**
[Fortune 501-1000]	[# of respondents]	[25]	[25]	[25]	[25]	[25]	[25]	[25]	[25]
$1.6-$3.1 Billion	**% of Respondents**	**78%**	**53%**	**25%**	**38%**	**58%**	**0%**	**20%**	**0%**
[Fortune 1001-2000]	[# of respondents]	[40]	[40]	[40]	[40]	[40]	[40]	[40]	[40]
$580M-$1.6 Billion	**% of Respondents**	**76%**	**51%**	**29%**	**45%**	**63%**	**4%**	**37%**	**0%**
[Fortune 2001-5000]	[# of respondents]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]
$100M-$580 Million	**% of Respondents**	**77%**	**60%**	**35%**	**58%**	**58%**	**8%**	**23%**	**2%**
[Fortune 5001-20000]	[# of respondents]	[48]	[48]	[48]	[48]	[48]	[48]	[48]	[48]
Less than $100 Million	**% of Respondents**	**79%**	**53%**	**41%**	**44%**	**65%**	**3%**	**29%**	**9%**
[Fortune 20000+]	[# of respondents]	[34]	[34]	[34]	[34]	[34]	[34]	[34]	[34]
Total	**% of Respondents**	**79%**	**53%**	**34%**	**49%**	**61%**	**5%**	**27%**	**2%**
	[# of respondents]	[266]	[266]	[266]	[266]	[266]	[266]	[266]	[266]

Significant Findings Regarding Concerns About Working With Agencies (Chart on Previous Page)

1. Overall, respondents ranked their concerns about working with agencies in this order:
    a. Cost
    b. Lack of Knowledge/Insight Into Our Business
    c. Perceived Return on Investment
    d. Junior Level of Assigned Team
    e. Agency Staff Turnover
    f. Ability to Quantify Results
    g. Vague Policy Regarding Conflicts
    h. Roughly 2% of respondents said they had "no concerns" about working with agencies
2. The fact that "Perceived Return on Investment" (53%) was cited considerably less often than "Cost" (79%), suggests that agencies are generally viewed as expensive but essential. This is also supported by the previous data in support of the widespread use of agencies.

IV. METHODS OF PUBLIC RELATIONS EVALUATION

Participants were asked a series of questions about how they evaluate PR's contribution to their organizations' success. First, they were asked to indicate the degree to which they use any or all of the following 17 traditional measures to quantify PR's effectiveness. The respondents were allowed to make multiple selections. Overall, respondents rank their usage of evaluation methods in the following order:

1. **Influence on corporate reputation**
2. **Influence on stakeholder awareness.**
3. **Influence on stakeholder attitudes.**
4. **Influence on employee attitudes/morale.**
5. **Content analysis of media clips.**
6. **Crisis avoidance/mitigation.**
7. **Influence on corporate culture.**
8. **Influence on share of voice.**
9. **Total number of clips.**
10. **Total circulation/media impressions.**
11. **Influence on corporate strategy.**
12. **Inclusion in business rankings.**
13. **Ad equivalency of clips.**
14. **Contribution to sales.**
15. **Influence on stock performance.**
16. **Contribution to profitability.**
17. **Contribution to market share.**

Table A17: % of Companies Using PR Evaluation Methods

Revenue Categories		Ad equiv-alency of clips	Content analysis of clips	Contrib. to market share	Contrib. to profitability	Contrib. to sales	Crisis avoidance mitigation	Inclusion in business ranking lists such as, "Best Places to Work," "Best Brands," etc.	Infl. on stakeholder attitudes	Infl. on stakeholder awareness	Infl. on corporate reputation	Infl. on share of voice	Infl. on stock perform-ance	Infl. on corporate culture	Infl. on corp-orate strategy	Infl. on employee attitudes/morale	Total number of clips	Total circulation/ impressions
$6 B+	Average %	2.51	4.85	2.52	2.54	3.03	4.81	4.51	4.60	4.69	5.35	4.13	3.29	4.63	4.04	4.69	3.86	3.61
	[Count]	[70]	[72]	[71]	[68]	[71]	[72]	[68]	[72]	[72]	[71]	[71]	[70]	[72]	[71]	[72]	[70]	[70]
$3.1-$6 B	Average %	2.91	4.38	2.73	2.73	3.26	4.67	4.18	5.09	5.14	5.87	4.04	3.30	4.04	3.78	4.57	3.95	3.80
	[Count]	[23]	[24]	[22]	[22]	[23]	[24]	[22]	[23]	[22]	[23]	[23]	[23]	[23]	[23]	[23]	[21]	[20]
$1.6-$3.1 B	Average %	2.73	3.88	2.68	2.79	2.92	4.41	3.51	4.45	4.42	5.26	4.16	2.70	5.00	3.92	5.21	3.62	3.55
	[Count]	[40]	[40]	[38]	[39]	[37]	[39]	[39]	[38]	[38]	[39]	[38]	[37]	[38]	[38]	[39]	[39]	[40]
$580M-$1.6 B	Average %	3.29	4.02	2.18	2.18	2.66	4.55	2.95	4.26	4.66	4.71	3.47	2.64	3.85	3.35	4.10	4.04	4.07
	[Count]	[48]	[48]	[45]	[45]	[44]	[47]	[41]	[47]	[47]	[48]	[43]	[45]	[47]	[46]	[48]	[46]	[46]
$100M-$580 M	Average %	4.00	3.94	2.24	2.50	3.04	3.17	3.37	4.28	4.30	5.24	4.00	2.18	3.83	3.67	4.27	4.21	3.96
	[Count]	[48]	[48]	[45]	[46]	[45]	[46]	[46]	[46]	[46]	[49]	[45]	[40]	[48]	[46]	[49]	[47]	[47]
Less than $100 M	Average %	3.83	4.94	2.81	2.79	4.03	3.88	3.38	4.56	4.91	5.18	4.79	2.45	3.88	4.37	4.09	4.55	4.64
	[Count]	[35]	[34]	[32]	[33]	[33]	[32]	[32]	[34]	[33]	[34]	[33]	[31]	[34]	[35]	[35]	[33]	[33]
Total	**Average %**	**3.17**	**4.36**	**2.49**	**2.56**	**3.10**	**4.28**	**3.71**	**4.50**	**4.64**	**5.22**	**4.08**	**2.80**	**4.25**	**3.86**	**4.49**	**4.02**	**3.89**
	[Count]	**[264]**	**[266]**	**[253]**	**[253]**	**[253]**	**[260]**	**[248]**	**[260]**	**[258]**	**[264]**	**[253]**	**[246]**	**[262]**	**[259]**	**[266]**	**[256]**	**[256]**

Significant Findings Regarding Public Relations Evaluations Methods (Chart on previous page)

1. “Influence on Corporate Reputation” is by far the most frequently used evaluation method. More research in this area is required inasmuch as there currently exists no consistently reliable, generally applicable, quantifiable methods for correlating PR activities with reputation.
2. Unfortunately those evaluative measures that PR practitioners would undoubtedly prefer to utilize (impact on sales, profitability, market share, etc.) are ranked at the bottom of the list, no doubt because most PR organizations lack the measurement tools to analyze impact in those areas. This, too, is an area in need of serious research.
3. Smaller firms depend on “ad equivalency of clips” as a measure of PR’s effectiveness to a greater extent than larger companies, which often have the resources to employ more sophisticated techniques.
4. As one would expect, larger firms use “influence on stock price” to a greater extent than smaller firms, because more of the former tend to be publicly held.
5. Respondents among the Fortune 500 use “crisis avoidance/mitigation” and “influence on corporate culture” as gauges of success more often than other companies.

V. SENIOR MANAGEMENT VIEWS/SUPPORT

How Senior Management Ranks Seven Common Functions' Contributions to Success

Participants were asked to rank on a scale of 1 (does not contribute significantly) to 7 (does contribute significantly) how their senior management perceives the contributions to their companies' success of seven common functions. Following are the overall rankings:

1. **Finance**
2. **Marketing/Strategic Planning (tied)**
3. **Information Technology (IT)**
4. **Legal**
5. **Public Relations**
6. **Human Resources**
7. **Security**

Table A18: Respondents Views Re. How Their Senior Management Ranks the Contributions Made by the Following Functions to Their Companies' Success

1=Does Not Contribute Significantly, 7=Does Contribute Significantly

Revenue Categories	*Finance*	*HR*	*Information Systems*	*Legal*	*Marketing*	*PR*	*Security*	*Strategic Planning*
$6 Billion+ [Fortune 500]	6.3	5.4	5.7	5.4	5.7	5.4	4.3	5.7
$3.1-$6 Billion [Fortune 501-1000]	6.6	5.7	5.5	5.5	5.6	5.0	4.0	5.5
$1.6-$3.1 Billion [Fortune 1001-2000]	6.4	5.4	5.6	5.6	5.6	5.3	4.4	5.9
$580M-$1.6 Billion [Fortune 2001-5000]	6.5	5.1	5.7	5.3	5.5	4.9	3.9	5.6
$100M-$580 Million [Fortune 5001-20000]	6.4	4.9	5.4	5.3	5.6	5.0	4.0	5.3
Less than $100 Million [Fortune 20000+]	6.1	4.9	5.3	4.5	5.9	5.4	4.2	6.1
Total	**6.3**	**5.2**	**5.5**	**5.3**	**5.7**	**5.2**	**4.1**	**5.7**

Significant Findings Regarding How Senior Management Ranks Contributions Made by Specific Functions to Company Success (Chart on Previous Page)

1) Overall, respondents indicate that their senior management teams view PR as making less of a contribution to their company's success than Finance, Marketing, Strategic Planning and IT.
2) PR, HR, and Legal finish in a virtual dead heat in terms of making a perceived contribution, with Security a distant last.
3) In organizations where PR is viewed as making a relatively strong contribution to Strategic Planning, there is a higher perceived value of PR's contribution to the success of the organization.
4) Generally, when PR reports to Marketing, its perceived contribution is low.
5) However, in organizations where Marketing's perceived contribution is on a par with that of Finance (i.e. quite high), PR's contribution is also perceived as relatively high.
6) In organizations where PR's contribution to success is perceived as high, PR's evaluation methods tend to include Contributions to Profitability, Market Share and Sales. It is interesting to note that in those same organizations, PR evaluation methods include: Influence on Corporate Culture, Influence on Corporate Strategy, Employee Morale/Satisfaction, Share of Voice and Corporate Reputation.
7) In Fortune 20000+ companies, Legal's contribution to success is lower than every function except Security.
8) Among Fortune 501-1000 respondents, HR's contribution is second only to Finance.

Degree of Support From Senior Management

Participants were asked to rank the level of support for the PR function from senior management.

Table A19: Degree of Support For the PR Function From Senior Management *1= Not Supportive; 7=Highly Supportive*		
Revenue Categories	***Average Response (1-7 scale)***	***Number of Responses***
$6 Billion + [Fortune 500]	5.9	72
$3.1-$6 Billion [Fortune 501-1000]	5.9	25
$1.6-$3.1 Billion [Fortune 1001-2000]	6.1	42
$580M-$1.6 Billion [Fortune 2001-5000]	5.7	51
$100M-$580 Million [Fortune 5001-20000]	5.8	52
Less than $100 Million [Fortune 20000+]	6.0	38
Total	**5.9**	**280**

Significant Findings

1) Across the board, respondents indicate that there is an extremely high level of support for PR from their senior management, despite their view that senior management perceives the PR function as making less of a contribution to success than Finance, Marketing, IT and Strategic Planning. This suggests that the lower "contribution to success" ranking of PR does not translate into less support for the PR function.
2) In organizations that respondents describe as visionary and that valuing Marketing, senior management tends to give a higher level of support to PR. However, as noted earlier, there is a lower level of support for PR when the function reports to Marketing. This may suggest that senior management values PR's contribution to the marketing effort more if it does not report to that function.
3) Respondents who rely on content analysis of clips as a measurement of PR effectiveness receive slightly higher levels of support from senior management. A possible interpretation is that senior management prizes numerical analyses of results, and content analysis is perceived to be such a measure (in the absence of more outcomes-oriented measures).

4) There is a slight but statistically significant correlation between the size of PR budget and senior management support. This is an obvious but welcome conclusion: if management supports PR, the PR budget will remain intact or increase.

Degree of Understanding of Your Organization's Business

Participants were asked to describe the degree to which they understand their organization's business.

Table A20: Describe the Degree To Which You Understand Your Organization's Business
1=Low Understanding, 7= High Understanding

Revenue Categories	*Average Response (1-7 scale)*	*Number of Respondents*
$6 Billion + [Fortune 500]	6.47	72
$3.1-$6 Billion [Fortune 501-1000]	6.64	25
$1.6-$3.1 Billion [Fortune 1001-2000]	6.36	42
$580M-$1.6 Billion [Fortune 2001-5000]	6.49	51
$100M-$580 Million [Fortune 5001-20000]	6.58	52
Less than $100 Million [Fortune 20000+]	6.76	38
Total	**6.53**	**280**

Significant Findings

1) Perhaps not surprisingly, all respondents indicate that they have an extremely high level of understanding of their organization's business.

VI. COMMUNICATIONS FUNCTION

Because "Public Relations" can refer to a broad array of functions, participants were asked to specify those areas for which they have budgetary responsibility, as a way to define the overall scope of the PR function. Multiple selections were allowed.

Functions For Which Respondents Are Responsible

Table A21:Rank Order of Functions for Which Respondents Are Responsible

Budget for:	***% of Respondents***
Corporate communications (other than advertising)	85%
Crisis management	73%
Internal communications	73%
Marketing PR	73%
Executive communications	69%
Product PR	62%
On line communications	61%
Community relations	61%
Issues management	49%
Corporate advertising	49%
Public affairs	47%
Philanthropy	39%
Issues advertising	28%
Product advertising	26%
Government relations	24%
Investor relations	22%
Lobbying	20%
Consumer affairs	14%
Ethicist/ombudsmen	6%

Significant Findings

1. Surprisingly, more respondents have responsibility for product advertising than have responsibility for government relations, investor relations, lobbying, and consumer affairs. This may be reflective of the 28% of responding companies in which PR falls within Marketing.
2. Because they report to functions other than PR, government relations, IR, lobbying and consumer affairs may be at risk of a lack of integration with other communications functions.
3. Respondents who report that they are responsible for Executive Communications and Issues Management are more likely to use agencies.

Functions Within PR Departments

Table A22: For What Functions Does Your Department Have Primary Responsibility?

Revenue Cat.		Comm. Relations	Cons. Affairs	Corp. Adver.	Corp. Comm. (other than adver.)	Crisis Manage-ment	Ethicist/ ombuds-men	Exec. Comm.	Gvt. Relations	Int. Comm	Investor Relations	Issues Adver.	Issues Manage-ment	Lobby -ing	Mktg PR	Philan.	Produ ct Adver -tising	Product PR	Public Affairs	On line Comm.
$6 B	% within Rev. Cat.	***66%***	***20%***	***47%***	***84%***	***81%***	***6%***	***73%***	***24%***	***76%***	***11%***	***31%***	***63%***	***20%***	***66%***	***43%***	***24%***	***67%***	***51%***	***67%***
	[count]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]	[70]
$3.1-$6 B	% within Rev. Cat.	***67%***	***4%***	***46%***	***88%***	***75%***	***4%***	***63%***	***25%***	***63%***	***13%***	***42%***	***63%***	***29%***	***71%***	***46%***	***29%***	***67%***	***50%***	***67%***
	[count]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]	[24]
$1.6-$3.1 B	% within Rev. Cat.	***63%***	***10%***	***39%***	***95%***	***88%***	***10%***	***83%***	***29%***	***93%***	***29%***	***24%***	***51%***	***29%***	***78%***	***49%***	***15%***	***61%***	***46%***	***71%***
	[count]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]	[41]
$580M-$1.6 B	% within Rev. Cat.	***57%***	***16%***	***51%***	***90%***	***73%***	***6%***	***71%***	***27%***	***71%***	***31%***	***24%***	***47%***	***18%***	***73%***	***49%***	***29%***	***57%***	***45%***	***59%***
	[count]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]	[49]
$100M-$580 M	% within Rev. Cat.	***58%***	***12%***	***46%***	***79%***	***58%***	***2%***	***63%***	***15%***	***62%***	***29%***	***17%***	***37%***	***12%***	***77%***	***33%***	***27%***	***63%***	***40%***	***60%***
	[count]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]	[52]
Less than $100 M	% within Rev. Cat.	***67%***	***22%***	***58%***	***78%***	***78%***	***8%***	***64%***	***19%***	***69%***	***28%***	***36%***	***44%***	***17%***	***86%***	***25%***	***42%***	***72%***	***44%***	***56%***
	[count]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]	[36]
Total	% within Rev. Cat.	**63%**	**15%**	**48%**	**85%**	**75%**	**6%**	**70%**	**23%**	**73%**	**23%**	**28%**	**51%**	**20%**	**74%**	**41%**	**27%**	**64%**	**46%**	**63%**
	[count]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]	[272]

The previous chart demonstrates that areas of responsibility vary dramatically with company size but it also shows the extent of fragmentation of communications functions common in U.S. companies.

This fragmentation of communications is further reinforced by the number of “other” areas of the responding organizations having control of communications-related budgets. (See following chart.)

<u>Other Areas That Control Communications-Related Budgets</u>

Table A23: Do Other Areas of the Organization Control Communications-Related Budgets?

Revenue Categories		***No***	***Yes***	***Total***
$6 Billion +	***% within Revenue Categories***	***39%***	***61%***	***100%***
[Fortune 500]	[Number of Respondents]	[27]	[42]	[69]
$3.1-$6 Billion	***% within Revenue Categories***	***60%***	***40%***	***100%***
[Fortune 501-1000]	[Number of Respondents]	[15]	[10]	[25]
$1.6-$3.1 Billion	***% within Revenue Categories***	***30%***	***70%***	***100%***
[Fortune 1001-2000]	[Number of Respondents]	[12]	[28]	[40]
$580M-$1.6 Billion	***% within Revenue Categories***	***43%***	***57%***	***100%***
[Fortune 2001-5000]	[Number of Respondents]	[22]	[29]	[51]
$100M-$580 Million	***% within Revenue Categories***	***52%***	***48%***	***100%***
[Fortune 5001-20000]	[Number of Respondents]	[26]	[24]	[50]
Less than $100 Million	***% within Revenue Categories***	***58%***	***42%***	***100%***
[Fortune 20000+]	[Number of Respondents]	[21]	[15]	[36]
Total	***% within Revenue Categories***	**45%**	**55%**	**100%**
	[Number of Respondents]	[123]	[148]	[271]

<u>Significant Findings</u>

1) In larger organizations it is more common for “other areas” to control communications-related budgets. This is not true in smaller organizations. Such fragmentation increases the risk of non-integration and coordination of communications.

Other Departments with Budgetary Control of Communications Functions

Respondents were asked to specify the number of other areas in the organization having control over communications-related budgets.

Table A24: Number Of Other Departments With Some Budgetary Control

Revenue Categories	***Average Number of Departments***	***Number of Responses***
$6 Billion + [Fortune 500]	3.8	42
$3.1-$6 Billion [Fortune 501-1000]	3.5	10
$1.6-$3.1 Billion [Fortune 1001-2000]	3.2	27
$580M-$1.6 Billion [Fortune 2001-5000]	2.9	26
$100M-$580 Million [Fortune 5001-20000]	2.5	22
Less than $100 Million [Fortune 20000+]	1.9	16
Total	**3.1**	**143**

Significant Findings

1. The larger the organization, the greater the fragmentation of communications budgets.

VII. ORGANIZATIONAL CLIMATE

Respondents were asked to describe their organizations by evaluating them on a 1-7 scale using the following sets of adjectives (see chart). For example, if respondents perceived their organization to be more ethical than unethical, they would select the number 5, 6 or 7 on this scale: **Unethical** 1 2 3 4 5 6 7 **Ethical**

The highest-rankings adjectives were:

1. Ethical
2. Having a good external reputation
3. Profitable (except for Fortune 20000+, which described themselves as significantly less profitable)

Table A25: How Would You Describe Your Organization As A Whole?

Descriptive Statistics for ALL Organizations	***Number of Responses***	***Average Rating***
Unethical – **Ethical**	315	5.57
Poor external reputation – **Good external reputation**	316	5.36
Unprofitable **– Profitable**	308	5.13
Cold – **Warm**	313	4.95
Short-sighted – **Visionary**	315	4.59
Rigid **– Flexible**	315	4.50
Homogeneous **– Diverse**	313	4.46
Arrogant – **Humble**	315	4.30
Autocratic **–** Democratic	315	4.10
Tactical – Strategic	311	4.06
Profits-first – People-first	310	4.06
Reactive – Proactive	312	4.00
Turbulent – Calm	315	3.78
Total	**294**	

Significant Findings

1. Respondents who report to the Executive Office most frequently describe their organizations as being people-first, ethical, humble, warm, democratic, diverse and strategic.
2. Respondents who report to Marketing most frequently describe their companies as being less calm, less visionary, more reactive and more inflexible.
3. Respondents are more neutral with regard to describing themselves as visionary, flexible, diverse, humble, democratic, strategic, people-first, proactive.
4. Respondents are roughly split as to whether their organizations are calm or turbulent.
5. Organizations that use PR agencies perceive themselves as flexible, democratic, visionary, proactive – and turbulent.