



Cone

RESEARCH REPORT
2007 CONE CAUSE EVOLUTION &
ENVIRONMENTAL SURVEY



INTRODUCTION

Since 1993, Cone has been conducting Cause Brandingsm benchmark surveys to understand what Americans expect of companies and how their perceptions can influence purchasing, employment and investment decisions. We recently released the findings from our 2007 Cone Cause Evolution Survey to add to our 14-year longitudinal study. This year, we also conducted our 2007 Cone Consumer Environmental Survey.

For 27 years, Cone has been advising companies and organizations on how to create and enhance brand perception through innovative initiatives that respond to the needs and passions of diverse stakeholders. We openly share the findings of our research with our clients as well as with the broader private and nonprofit sectors to provide them with key insights into the rapidly evolving landscape. As a result of our client work and ongoing research, Cone has become a credible and trusted expert in the areas of Cause Branding and corporate responsibility.

Cone defines Cause Branding as a business strategy that helps an organization stand for a social issue(s) to gain significant bottom line and social impacts while making an emotional and relevant connection to stakeholders. Cause Branding is a powerful vehicle that brings a company's values to life. It is a multi-dimensional strategy, integrating and maximizing philanthropy, community relations, marketing and human resources to build brand equity, enhance reputation, cultivate trust and positively influence stakeholder behavior, while improving society. Companies often execute Cause Branding through overarching platforms and/or signature programs, such as the Avon Breast Cancer Crusade, PNC Grow Up Great and Target's Take Charge of Education campaign. Today, Cone represents clients such as: American Heart Association, Jockey, L'Oreal, Pfizer, PNC, Safe Horizon, State Farm, Target, T-Mobile and Western Union.

Throughout the next few pages, we will share our insights into the trends and changes over the last 14 years as well as more detailed thoughts on the research we conducted in 2007.

TODAY, LIKE NEVER BEFORE, CORPORATE, NONPROFIT, POLITICAL AND ENTERTAINMENT LEADERS ARE RALLYING AROUND KEY SOCIAL AND ENVIRONMENTAL ISSUES TO INFLUENCE AUDIENCES AND DRIVE CHANGE GLOBALLY.

Cone's View of What's Changed in 14 Years

Today, like never before, corporate, nonprofit, political and entertainment leaders are rallying around key social and environmental issues to influence audiences and drive change globally. In the last year alone, Avon reached the \$500 million mark in giving; American Idol gave back; Oprah launched her Leadership Academy; Al Gore won an Oscar for *An Inconvenient Truth*; *FORTUNE* Magazine devoted an issue to the environment; Bono and Bobby Shriver launched the Product (RED) Campaign; CARE, Komen and the American Heart Association launched powerful new brands; and innovative philanthropy models emerged from Google, Richard Branson and Pierre Omidyar.

Cone's research has revealed that, over time, Americans have become more likely to consider a company's reputation when making purchase, employment and investment decisions. Our 2004 study provided evidence that Americans are seeking out companies they perceive to be socially and environmentally responsible. This trend was reaffirmed in our 2007 study, but with a new overlay: a greater number of American consumers, employees and investors now expect companies to have responsible practices in place.

Americans' expectations of companies are at an all-time high. Cause is no longer a "nice to do," it is a "have to do"—there are more cause-related campaigns today than ever before, so much so that doing good has become an expected business strategy. There has been a shift in the value equation: good business used to be primarily about providing quality products/services at a fair value. Today, this is no longer sufficient for competitive differentiation. Companies must now develop deep and meaningful emotional connections with their stakeholders by taking a stand on issues that are relevant to the business and their target audiences.

In fact, many companies today are addressing a new set of issues to support based on achieving the greatest and most sustainable business and social outcomes. More and more companies are embracing "Socially Aligned Business Initiativessm," a strategy that leverages an organization's operations and



scale to drive sustainable social change, while providing the greatest opportunities to grow and reinforce the business. These initiatives may include: bolstering the bottom line, enhancing workforce productivity or product innovation, streamlining operations and stimulating future market growth. They also have the capacity to impact business operations and affect multiple stakeholders. By understanding this social-business synergy, companies go beyond expressing their values through philanthropy and marketing to weaving them into their organizational DNA. What is exciting about this new alignment is that companies

are responding by pioneering marketplace solutions that add value for consumers, employees and the bottom line. Cone believes there is a spectrum of approaches companies can take in supporting causes today. Companies need to evaluate their business objectives, the needs of their stakeholders and their resources to determine the most impactful approach.

Often Cause Branding and Socially Aligned Business Initiatives work in concert with and can impact a company's overall corporate responsibility practices. Cone defines corporate responsibility as

a business strategy that generates social, environmental and financial value for stakeholders and the corporation through the way it manages its policies, operations and communications. Corporate responsibility is largely driven by a company's business operations and may include elements such as impact on the environment, treatment of employees and financial transparency.

CAUSE PROMOTION MARKETING

- Short- or long-term
- Transactional
- Consumer-focused

CAUSE BRANDINGSM

- Overarching cause platform
- Signature program(s)
- Transformational
- Long-term
- Multi-dimensional
- Focused issue(s)
- Multi-stakeholder

SOCIALLY ALIGNED BUSINESS INITIATIVESSM

- Transformational
- Long-term
- Multi-dimensional
- Multiple focuses
- Issue(s) aligned with business goals
- Ability to impact operations
- Multi-stakeholder



IT'S NOT JUST ABOUT HOW CONSUMERS FEEL ABOUT YOUR BRAND.
IT'S ABOUT HOW YOUR BRAND MAKES CONSUMERS FEEL ABOUT THEMSELVES.

WHAT IS IN THE HEARTS OF YOUR CONSUMERS?

WHAT MATTERS TO THEM?

WHAT ARE YOU DOING ABOUT IT?

WHAT DO YOU STAND FOR?

Findings from Cone's 2007 Research

The most significant findings from Cone's 2007 study and our longitudinal research include:

- | Cause has gone mainstream
- | While cause promotions remain an effective business strategy to increase short-term sales, superficial one-offs are no longer enough
- | Commitment to cause extends beyond consumers to employees, investors and other key stakeholders
- | Employees are especially important to consider, as the home and workplace continue to merge
- | Business practices are an additional purchasing influence
- | Americans recognize that in addition to issues they care about, companies should address causes that are relevant to their businesses
- | The environment and economic development are among the top four causes Americans want companies to address
- | Consumers may become activists if companies engage in negative business practices
- | Relevant and compelling communication are key to breaking through

These findings emphasize that as Americans become increasingly sophisticated about corporate cause-related efforts and corporate responsibility practices, companies will be forced to respond with sustainable, authentic, transparent and well-communicated initiatives to demonstrate their values in action.



“Good is the New Black:” Cause is Here to Stay

83%

of Americans say that companies have a responsibility to help support causes

Why now? Cause has come of age: there are more cause-related campaigns today than ever before. For Americans, “doing good” has become an expected business strategy.

92%

have a more positive image of a company that supports a cause they care about

Today, “good is the new black:” it never goes out of style. Companies must express their humanity and values in authentic and emotionally compelling ways to meet the high expectations set by consumers, employees, partners, communities and other key stakeholders.

87%

are likely to switch from one product to another (price and quality being equal) if the other product is associated with a good cause, an increase from 66% since 1993

There has been a shift in the value equation: good business used to be primarily about providing quality products/services at a fair value. But this is no longer sufficient for competitive differentiation. Companies need to display humanity and support issues that resonate with stakeholders to build emotional relevance and loyalty.

According to *Fast Company*, “Brands that engage people emotionally command prices as much as 20 to 200 percent higher than competitors’ and sell in far higher volumes.” The goal is to move past traditional communication to begin a dialogue and relationship with stakeholders so they become ambassadors for the cause, the product/service and the company.

The “Ribbonization of America”

For the first time in the history of our research, a few of our data points have declined, pointing to a growing saturation in the cause space. During the last year, only 30 percent of Americans have told a family member or friend about a product or company after hearing about its commitment to social issues—a decline of 30 percent (vs. 43%) from Cone’s 2004 study. Moreover, only 36 percent have purchased a product from a company over the past year after hearing about its commitment to social issues, down from 43% in 2004.

However, Cone’s longitudinal research shows a dramatic increase among both men and women who say they consider a company’s support of causes when deciding what to buy or where to shop.

This appears to be a contradiction in terms—how can more Americans consider a company’s commitment to social issues when making purchasing decisions, yet be making fewer of those purchases? We attribute this trend to what we have deemed the “ribbonization of America.” While cause promotions are an effective business strategy to increase short-term sales, consumers want more. It is no longer enough for a company to slap a colored ribbon on a product as part of a superficial promotion, linking it to the cause of the day. What has emerged as a result are underwhelmed consumers who are less likely to make word-of-mouth recommendations. This represents an opportunity for companies to distinguish themselves by putting a meaningful and substantial stake in the ground on an issue(s) that will resonate both within the company and with key stakeholders.



75%

of men say they consider a company’s commitment to social issues when deciding what to buy or where to shop in 2007, compared to 58% in 2004

84%

of women agreed with this statement in 2007, compared to 68% in 2004



Power of Cause Extends Beyond Purchase Decisions

Long-term, substantive support of social issues remains a key brand differentiator and purchase driver for Americans and extends significantly to other areas of their lives. Executives today recognize that Americans, in their role as community residents, employees and investors, also want to support companies that share their values.

To stay ahead, companies should sharpen their focus not only on consumers, but also on a broader group of stakeholders—the local community, prospective employees and investors. Corporate cause initiatives continue to have a strong influence on major business success measures: sales, public perception, recruiting and investment consideration. Cause can

no longer exist within the walls of the corporate foundation, contributions, communication or marketing departments—success lies in creating a cross-functional team.

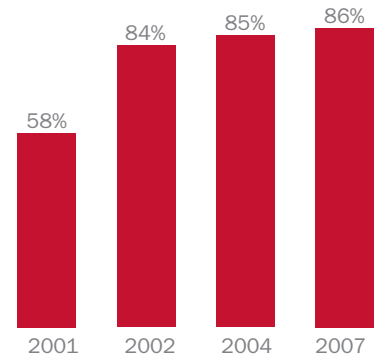
It is encouraging to see the financial sector increasingly embrace this philosophy. Cone's finding that two-thirds of Americans consider a company's cause commitments in their investment decisions is consistent with other emerging research. A Goldman Sachs report released at the UN Global Compact Summit in July 2007 found that companies considered leaders in environmental, social and governance policies surpassed their peers in stock performance by an average of 25 percent since August 2005.

According to the Social Investment Forum:

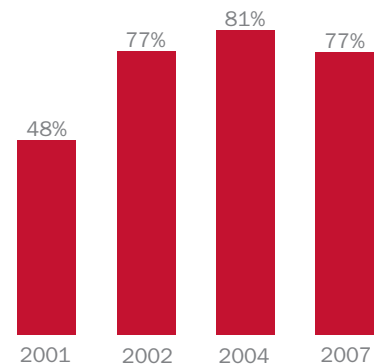
- | U.S. Socially Responsible Investing (SRI) assets grew four percent faster than the entire universe of U.S. managed assets between 1995 and 2005 (from \$639 billion to \$2.29 trillion)
- | Nearly one out of every 10 dollars under professional management in the U.S. today is focused on SRI

Americans continue to consider a company's commitment to social issues when making the following decisions:

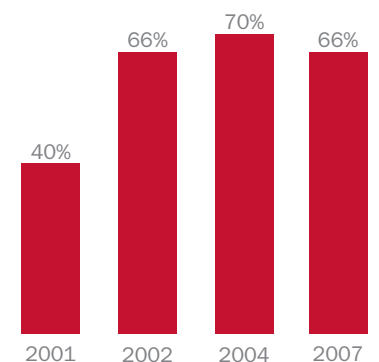
Which companies I want to see doing business in my community
LONGITUDINAL INCREASE 48%



Where to work
LONGITUDINAL INCREASE 60%



Which stocks or mutual funds to invest in
LONGITUDINAL INCREASE 65%



72% of Americans want their employers to do more to support a cause or social issue, up from 52% in 2004



Employees Also Want More

As advancements in technology and the Internet have erased the boundaries between work and home, employees today seek a work environment with companies that share their values and demonstrate humanity:

72% of Americans want their employers to do more to support a cause or social issue, up from 52% in 2004

88% of those familiar with their companies' cause programs indicate pride for their companies' values

89% of those familiar with their companies' cause programs feel a strong sense of loyalty to their employers

93% say it is important for their companies to provide them with opportunities to become involved in social issues

This trend has far-reaching implications for business overall. Companies can ignite their workforces by creating substantial engagement opportunities and by communicating the results of their participation. This approach can inspire greater employee pride and loyalty and create the strongest brand ambassadors—employees themselves.

Americans Are Savvier: Business Practices Are Additional Purchasing Influencers

Buying from companies that are good corporate citizens matters more than ever to American consumers. More than two-thirds (69%) of Americans now say they consider a company's business practices (such as impact on the environment, treatment of employees and financial transparency) when deciding what to buy.

Consumers are blurring the line between a company's commitment to social issues and its responsible business practices. For example, within the healthcare industry, consumers are more likely to consider a company's business practices in combination with its support of social issues (41%) when deciding what to buy, versus either one alone.

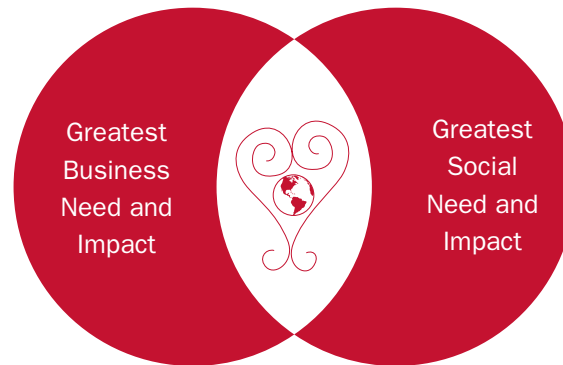
Today's savvy consumers demand more information than in the past—they are now asking, "Is this a good company?" and "What does it stand for?" Companies, whether consumer-facing or business-to-business, have a strategic imperative to analyze their operating practices and how these align with their social commitments.

Across industries, Americans consider both a company's support of social causes and its business practices when deciding what to buy:

Industry	Social Causes	Business Practices	Both	Neither
Apparel & footwear	10%	32%	37%	21%
Automotive	10%	33%	40%	17%
Food & beverage	12%	31%	39%	18%
Financial services/Banking/Insurance	12%	37%	36%	15%
Consumer products	11%	31%	39%	19%
Energy & utility	12%	30%	41%	17%
Healthcare & pharmaceuticals	14%	30%	41%	15%
Retail	12%	34%	38%	16%
Telecommunications	10%	36%	34%	20%



Companies Are Embracing “Socially Aligned Business Initiativessm”



A SOCIALLY ALIGNED BUSINESS INITIATIVE IS A STRATEGY THAT LEVERAGES AN ORGANIZATION’S OPERATIONS AND SCALE TO DRIVE SUSTAINABLE SOCIAL CHANGE, WHILE PROVIDING THE GREATEST OPPORTUNITIES TO GROW AND REINFORCE THE BUSINESS

Companies today are embracing a new set of issues to support based on where they can have the greatest and most sustainable business impacts and social benefits. “Socially Aligned Business Initiatives” are strategies that leverage an organization’s operations and scale to drive sustainable social change, while providing the greatest opportunities to grow and reinforce the business.

These initiatives often involve not only strategic philanthropy, volunteerism and marketing, but also diversity, operations, manufacturing and supply chain, among many other business strategies. They align with a company’s business goals—including increasing revenue, reducing costs, enhancing workforce productivity, product innovation, streamlining operations and stimulating future market growth.

GE, The Home Depot, Patagonia and Aveda are just a few companies that have recognized that such alignment can have deep and long-term effects on the environment. Because these companies’ business and social strategies are

working seamlessly, they are able to reduce their own environmental footprints and those of their suppliers, customers and consumers. Other examples in the technology industry include IBM’s Reinventing Education program and the Intel® Education Initiative. These robust initiatives are geared toward making systemic social change while also addressing one of the most significant business challenges these companies face—the critical shortage of math and science professionals. IBM and Intel are helping to improve the expertise of students and in so doing are helping to build their future workforce and enter new markets.

Socially Aligned Business Initiatives may be considered an extension of social entrepreneurship—the use of business principles to organize, create and manage a venture to drive social change. Social entrepreneurs (and now Fortune 500 companies embracing Socially Aligned Business Initiatives) measure success in terms of not only the bottom line, but also in terms of the positive social benefits.

Consumers Want Companies to Support Relevant Issues

Although consumers want companies to support issues that are personally relevant, they also recognize the importance of having a company address issues closely aligned with its business and where it can have the greatest social outcomes:

-
- | Nine out of 10 Americans say companies should support causes that are consistent with their responsible business practices
 - | 87% say they want a company to support issues based on where its business can have the most social/environmental benefits
-

The top four issues Americans want companies to address are:

80%	Health
77%	Education
77%	Environment
77%	Economic Development

We added economic development to the survey response options, as we are seeing some leading corporations supporting this emerging issue. Americans' acknowledgement of both the environment and economic development as top issues for companies to address demonstrates their understanding of the private sector's role in helping solve social issues where its businesses can have the greatest impact.

Americans feel the following issues are important for companies to address:

Issue	2007	2004
Health	80%	81%
Education	77%	81%
Environment	77%	80%
Economic Development	77%	-
Crime/Violence Prevention*	74%	65%
Poverty/Hunger	70%	65%
Youth	66%	59%
Disaster Relief	66%	-

**In 2004 this category was Crime and Terrorism*

Americans feel the following health issues are important for companies to address:

Issue	2007	2004
Heart Disease	75%	67%
Breast Cancer	74%	66%
Children's Diseases	74%	66%
Long-term Care	74%	65%
Obesity and Nutrition	72%	62%
HIV/AIDS	70%	63%
Prostate Cancer	67%	59%

Americans feel the following education issues are important for companies to address:

Issue	2007	2004
Literacy	78%	74%
Workforce Retraining	76%	80%
Computer Literacy	74%	68%
Math and Science	72%	72%
Student Scholarships	71%	73%
K-12 Education	70%	74%
Financial Literacy	68%	64%
Teacher Recruitment/Retention	66%	60%
Education (under age 5)	56%	50%
Arts Education	53%	43%





Americans Have a Heightened Environmental Consciousness

With *An Inconvenient Truth* winning an Academy Award and companies embracing eco-marketing, it is no surprise that 32 percent of Americans report heightened interest in the environment compared to a year ago. According to our Cone Consumer Environmental Survey, Americans are also taking action. In the past year, almost half (47%) of respondents have purchased environmentally-friendly products, more than one in five (21%) have donated to an environmental organization and nearly that many (18%) have advocated for environmental issues. Most Americans report they are also making efforts in their personal lives to intentionally reduce their impact on the environment, including:

- 93% Conserving energy
- 89% Recycling
- 86% Conserving water
- 70% Telling family/friends about environmental issues

Americans not only have increased their concern about the environment as a personal issue, but they also expect business to play a role in addressing environmental concerns:

- 93% believe companies have a responsibility to help preserve the environment
- 91% have a more positive image of a company when it is environmentally responsible

Americans are calling on companies to be proactive in their day-to-day operations when it comes to their environmental footprint. Concerns over packaging and transportation are ranked side-by-side with pollution as important issues.

71%

OF AMERICANS HAVE A MORE
POSITIVE IMAGE OF A COMPANY WHEN IT
IS ENVIRONMENTALLY RESPONSIBLE

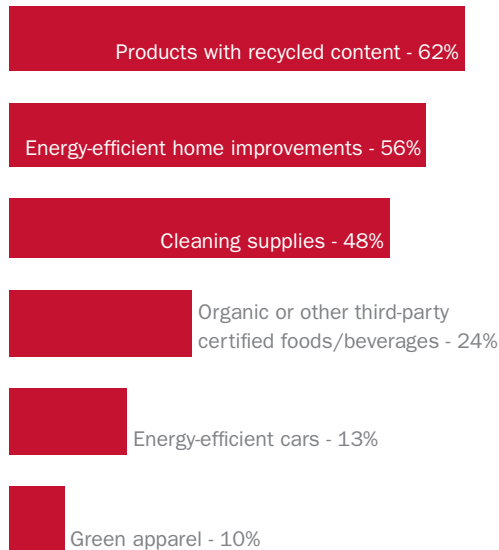
Solid majorities support meaningful
company actions including:

- 71% | reducing pollution through office and manufacturing operations
 - 69% | designing products/packaging with more environmentally-friendly contents and minimal packaging
 - 69% | distributing and transporting products more efficiently
 - 62% | communicating environmental efforts to consumers and employees so each group can support those efforts
 - 59% | donating money to environmental causes
 - 57% | lobbying for environmentally-friendly policies
-

Americans clearly have an increased environmental consciousness, and their expectations now include a range of business practices. Environmental initiatives, like social initiatives, should be authentic, sustainable, transparent and well-communicated for companies to secure and maintain stakeholder trust and loyalty.

Eco-Marketing: Product Innovation

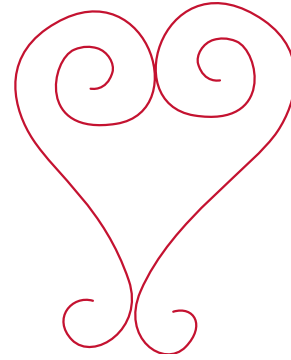
Americans seek to incorporate green living into their lives without sacrificing quality or price. The environmentally-friendly products they have purchased include:



Consumers also indicated they could be motivated to pay more for environmentally-friendly products, under the following conditions:

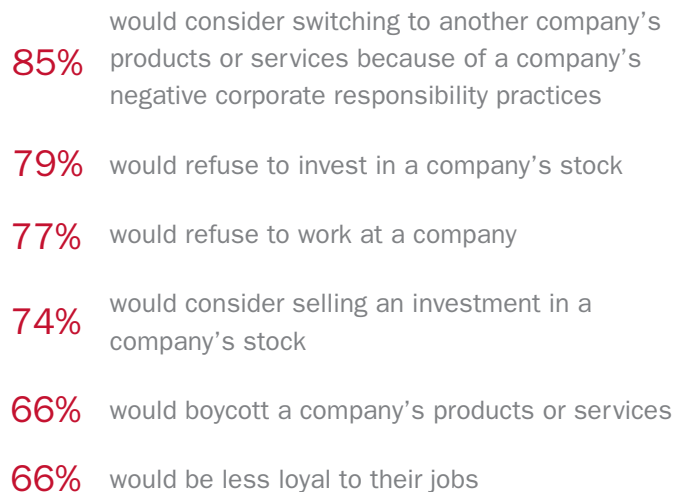


These findings are a call-to-action for companies to innovate in product design, packaging and distribution. Companies should effectively communicate to consumers the impact their business practices and products have on the environment, as well as the tangible benefits consumers can expect to receive by purchasing eco-friendly products.



Shopping as Activism: Americans Will Punish Companies With Negative Practices

Just as Americans will reward companies that are good corporate citizens, they will also boycott those companies they deem irresponsible. This finding has remained consistent over the years:



Given the power of the Internet to spread information at any time, every American can become an activist. As companies face increasing pressure to be transparent, they must consider the risks of their actions, or, on the other hand, their failure to be proactive. They also must be sure to walk the talk, living their values rather than just talking about them.

Communication Must be Compelling and Relevant to Break Through the Clutter

As companies invest in cause and corporate responsibility initiatives, they must also invest in communication to inform and engage stakeholders and proactively manage stakeholder loyalty. Companies have recognized the positive impact of supporting corporate citizenship issues, and many have aggressively communicated their efforts over the past few years. Other companies have been reluctant to share their progress, fearing they will be seen as boastful or exposed to attacks by critics. Cone's survey found that 88 percent of Americans want to hear more from companies about their cause efforts and are listening to what they say.

To break through today, companies must use the ever-growing spectrum of communication channels. Electronic communication—particularly via company Web sites, social networks and mobile phones—is growing in popularity among Americans who seek information about a company's social and environmental issues and practices.

Cause allows an organization to permeate all channels with a single, compelling message. Technology is becoming more important in the delivery of this message and in Americans' proactive response:

- | Advertising (45%) and the Internet (41%) are the two main ways Americans prefer companies to communicate (vs. 41% and 32%, respectively, in 2004)
- | 37% are searching for information on issues
- | 22% have used the Internet or other technologies to engage in grassroots activism

The increase in prominence of viral communication has made word-of-mouth recommendations easier and less expensive. A company should create authentic, sustainable and transparent cause initiatives, and then communicate them in relevant, emotionally compelling ways so consumers and other key stakeholders will become natural brand advocates and pass along the message to those around them.

Advertising
45%
the Internet
41%
ARE THE TWO MAIN WAYS
AMERICANS PREFER COMPANIES
TO COMMUNICATE





Best Practices in Cause Branding and Socially Aligned Business Initiatives

As alignment with social issues becomes more strategic, companies should consider the following:

- | **Set goals.** Identify and reach internal consensus about the business and social objectives for cause efforts. Consider and prioritize the needs of key stakeholders.
- | **Focus.** Select a focus area that aligns with the company mission, goals and organizational structure. Determine where the business can have significant social and business impacts.
- | **Build internal capacity.** As programs become more sophisticated, companies should designate a Chief Integration Officer (CIO) to lead the initiatives and marshal all critical resources for program development and execution. Creation and senior support of this function make a statement that cause integration is a priority for the company.
- | **Create a team.** To create a sustainable and effective program, start by developing a cross-functional strategy team. In addition to the foundation, this should include representatives from the office of the CEO, corporate giving, human resources, diversity, product development, brand marketing and communication, corporate and public affairs, IT, manufacturing and operations, research and measurement and program management.
- | **Find ambassadors for the cause.** Evaluate the company's institutional will and resources. Determine the breadth of the company's commitment and effectively manage resources. Start by communicating the cause to employees and work to sustain their involvement. Senior leadership, employees and other stakeholders should believe and/or invest in the cause to inspire and engage key audiences.
- | **Choose partners carefully.** Look for alignment in values, mission and will. Carefully outline roles and responsibilities. Set sights on multi-year sustainable relationships with annual measurement of partners' accomplishments.
- | **Leverage all assets.** Leverage both company and partner assets to bring the program to life. Assets may include: volunteers, cash and in-kind donations, special events, sponsorships, in-store presence, partner resources, new product development, advocacy and marketing/advertising.
- | **Add sizzle.** Don't underestimate the program name—it's key to campaign identity. Create a visual identity that is simple and memorable. The Avon Breast Cancer Crusade, American Heart Association Go Red for Women and Target Take Charge of Education are good examples.
- | **Communicate.** Spread the word through every possible channel using compelling language and visuals. Extend messages beyond traditional media relations to include: grassroots and viral marketing, product packaging, special events, conferences and seminars, PSAs and advertising, expert spokespersons and celebrity endorsements.
- | **Go local.** National programs reach the "grass tops," but true transformation begins at the grassroots. Engage citizens/volunteers through hands-on activities at local events, cause promotions and fundraisers.
- | **Innovate.** True cause leaders constantly evolve their programs to add energy, content and new engagement opportunities to remain relevant and build sustainability.

About the Survey:

The 2007 Cone Cause Evolution Survey and 2007 Cone Environmental Survey present the findings of an online survey conducted March 29, 2007 among a sample of 1,066 adults comprising 499 men and 567 women 18 years of age and older. Results concerning the causes Americans find important were gathered in a separate online survey on May 7, 2007 by Opinion Research Corporation among a sample of 1,097 adults comprising 525 men and 572 women 18 years of age and older. The margin of error associated with a sample size of 1,000 is $\pm 3\%$. This Research Report cannot be reproduced without permission from Cone.

About Cone:

Cone LLC (www.coneinc.com) is a strategy and communications agency engaged in building brand trust. Cone creates stakeholder loyalty and long-term relationships through the development and execution of Cause Branding, Brand Marketing, Corporate Responsibility and Crisis Prevention and Management initiatives. Cone is a member of the Omnicom Group (NYSE: OMC) (www.omnicomgroup.com).

Cone is the nation's leading agency in the field of Cause Branding and for more than 27 years has been at the forefront of creating and implementing innovative, strategic cause initiatives for corporations and nonprofits. Its team of experts develops strategies that help a company stand for a focused social issue(s) to have significant social and business impacts while making emotional and relevant connections with stakeholders. Cone has created a wide range of campaigns designed to address the business needs of its clients and the social needs of their communities, including the Avon Breast Cancer Crusade, Reebok Human Rights Award, American Heart Association Go Red for Women, T-Mobile Huddle Up, ConAgra Foods Feeding Children Better, JC Penney AfterSchool and PNC Grow Up Great.

Through our Corporate Responsibility discipline, Cone helps companies integrate corporate responsibility (CR) and communications strategies to build business value and reputation. Our custom approach, Cone Corporate Responsibility Solutions, enables clients to manage and improve their social and environmental impact and align their corporate values and behavior with the expectations and needs of stakeholders and society. Cone has partnered with leading organizations to develop and execute key CR strategies and communications, including: Starbucks, Nestlé Waters North America and Mattel.

For More Information:

For more information about Cone's services, or to arrange a personalized presentation of the 2007 Cone Cause Evolution and 2007 Cone Environmental Survey findings, please contact:

Alison DaSilva, Vice President, Knowledge Leadership and Insights, adasilva@coneinc.com
 Caryn B. Lazaroff, Senior Insights Associate, clazaroff@coneinc.com
 Sarah Kerkian, Insights Coordinator, skerkian@coneinc.com

855 Boylston Street
 Boston, MA 02116
 Phone: 617.227.2111
 Fax: 617.523.3955
 Email: research@coneinc.com
www.coneinc.com
www.doyoustandforsomething.com

Cone

