

# Alphabet Soup

How Campbell Soup's leap up the 2010 100 Best Corporate Citizens List explains why CRO Magazine dropped the "O" and became CR Magazine.

By Dirk Olin and Jay Whitehead

In 2009 the 115-year-old Campbell Soup Company, whose CEO Doug Conant is known for his remarkable engagement with employees, was nowhere to be found on the 100 Best Corporate Citizens List. Fast forward to 2010, and the company that was made iconic by Andy Warhol soup can silk-screens has risen meteorically to #12. How can that happen? The answer is the same as why CRO Magazine is now CR Magazine.

But first, let us explain the Campbell climb.

Late in 2009, CEO Conant and General Counsel Ellen Kaden convinced former Intel CRO Dave Stangis to move from his Arizona paradise to Campbell's HQ in rugged-but-recovering Camden, New Jersey. Conant and Kaden knew that at Intel Stangis had learned how a good corporate story is only the first step to stakeholder engagement. To add brand and shareholder value, the good story has to be put in publicly available places where investors, employees, regulators, customers, suppliers, lenders, analysts, and, of course, the media can find it. Dave, like all good CROs, knows one thing. If they're just inside-baseball secrets, even the best data points are of limited value.

At Campbell, because the company has maintained strong control of its management information, Dave quickly found the good nuggets. He homed in on the great human rights programs, food industry-leading environment and climate change regimes, strong philanthropy and corporate governance, and the soup-maker's famously progressive employee engagement. By hook and by crook, he gained real-time access to all 500-plus CR-related data points. And then he put them where stakeholders could find them—blemishes and all.

That's just background. Here's the real anecdote.

On January 15, 2010, CR Magazine sent the IW Financial-supplied data files to the 130 companies that made it through the 2010 List's preliminary screening. Everyone was given 18 days to respond with their edits. Dave Stangis was sent Campbell Soup's file at 12:30 p.m. that day. He responded with multiple edits 138 minutes later, at 2:48pm. The next-fastest company responded six days later.

Think about this: Dave Stangis has Campbell Soup's 500-plus CR data points closer at hand than most of us have our mom's birthday. He connected Campbell's story to the world of stakeholders. He's a connector. And connectivity drives performance, efficiency, and transparency.

Which explains why, while the CRO Association and CRO Summits remain wedded to the professionalization of the CR Officer, CRO Magazine is dropping its "O."

CR Magazine connects CROs and stakeholders. While outside stakeholders might skip the CROA and CRO Summits, CROs live and die by what they learn and whom they meet there. But CR Magazine both serves the CRO community and transcends it, connecting the 5,000-plus CRO insiders to the 100,000-plus most-important external stakeholders. That's a direct line to the institutional investors, regulators, big customers, workforce leaders, lenders, big suppliers, and media, both in North America and Europe, who make decisions based on a company's CR brand and reputation.

Another set of CR stakeholders operates within the corporate edifice itself. We were talking to the general counsel of a Fortune Global 500 company recently about his part in inculcating CR throughout his company. "A big part of my piece of it is compliance training," he said. "And the Holy Grail of that is finding how the CR agenda translates into spend in specific places. Of course, the reason I call that the Holy Grail is that it's a lot easier said than done."

Indeed. The Chief Procurement Officer's spend on monitoring the sustainability of his supply chain partners' materials and processes might not appear in the company's annual corporate responsibility report. When the Director of Facilities Management allocates a percentage of her budget to finding LEED-certified real estate for offsite meetings, that number could prove tough to capture in the accounting department. Does the Marketing Director spend more promoting the company's philanthropy than the corporation actually donates? (And is that sustainable?) Can the C-Suite measure defensive lawyering—the often-expensive, nearly invisible task of anticipating legal exposure and guarding against it in ways





that only appear to diminish the bottom line? Any decent philosophy professor will tell you that one of the most difficult cognitive tasks is “proving a negative.”

Then there’s the lip service problem. Just as the average Human Resources Director has historically experienced difficulty in truly engaging the C-Suite, so can CROs find themselves barely tolerated by boards or executives whose rapacity prevents them from perceiving the enlightened self-interest that can come with attendance to the triple-bottom line. Which is not, obviously, a problem at Campbell Soup. As Dave Stangis can tell you, many if not most of the line employees call the CEO “Doug”—not out of contemptuous familiarity, but because he is a constant presence on the floor and introduces himself by his given name. Stangis believes firmly that this raises employee engagement and lowers attrition. Got a place in your spreadsheet for that?

For many stakeholders both outside and inside a company, then, the “O” in “CRO” is silent. CR is what they know should be part of the corporate DNA. When it is, it only takes a Stangis to make sure that nothing is obstructing the view of those who would monitor—or internalize—the significance of that reality.

So welcome to *CR Magazine*—the new, broader, and deeper voice of the Corporate Responsibility Movement. It’s the same as it ever was, but more stakeholder-sticky and connectivity-connected. That’s why you’ll like it more than ever before, even if you’re really into all of that CR inside baseball stuff.

Sincerely,  
Dirk Olin  
Editorial Director

Jay Whitehead  
Publisher



**CEO:** Elliot Clark

Elliot.Clark@SharedXpertise.com

**PRESIDENT & PUBLISHER:** Jay Whitehead

Jay.Whitehead@SharedXpertise.com

**VICE PRESIDENT & EDITORIAL DIRECTOR:**

Dirk Olin, Dirk.Olin@SharedXpertise.com

**MANAGING & ONLINE EDITOR:** Debbie Bolla

Debbie.Bolla@SharedXpertise.com

**CHIEF MARKETING OFFICER:** Anne-Sophie Ribault

Anne-Sophie.Ribault@SharedXpertise.com

**CREATIVE DIRECTOR:** Sandra Haniph

Sandra.Haniph@SharedXpertise.com

**ADVERTISING & MEMBERSHIP:**

**CROA EXECUTIVE DIRECTOR:** Richard Crespin

Richard.Crespin@SharedXpertise.com

**VICE PRESIDENT, MEMBERSHIP:** Vince Albergato

Vince.Albergato@SharedXpertise.com

**VICE PRESIDENT, SALES:** Adam Bleifeld

Adam.Bleifeld@SharedXpertise.com

**SUBSCRIPTION SERVICES:**

For subscriptions, renewals, changes and back issues, email [subscriptions@SharedXpertise.com](mailto:subscriptions@SharedXpertise.com)

#### ABOUT CR MAGAZINE

CR Magazine (ISSN 1933-5903) is published bimonthly by SharedXpertise, LLC. Copyright © 2010. **Editorial Correspondence and Press Releases:** Editor, SharedXpertise, 343 Thornall Street, Suite 515, Edison, N.J. 08837, (732) 476-6160 x101, [editorial@SharedXpertise.com](mailto:editorial@SharedXpertise.com). All letters should include the writer’s email address and/or phone number. We reserve the right to edit letters for clarity or space and to use them in electronic and print editions. **Business and Advertising Correspondence:** SharedXpertise, 343 Thornall Street, Suite 515, Edison, N.J. 08837, phone (732) 476-6160. **Subscriber Services:** SharedXpertise, 343 Thornall Street, Suite 515, Edison, N.J. 08837, phone (732) 476-6160, Fax to (732) 476-6155 or email [subscriptions@SharedXpertise.com](mailto:subscriptions@SharedXpertise.com). **Reprints:** Contact Foster Printing Service, Inc., (866) 879-9144 or [sales@fosterprinting.com](mailto:sales@fosterprinting.com). **Postmaster:** Send address changes to SharedXpertise, 343 Thornall Street, Suite 515, Edison, N.J. 08837. Fax (732) 476-6155. Canada Post: Publications Mail Agreement #40612608. Canada Returns to be sent to Bleuchip International, P.O. Box 25542, London, ON N6C 6B2.

This magazine cover is printed on 80# Influence Recycled gloss and the inside pages on 50# Influence Recycled gloss, both with 10% post-consumer recycled content.



**Mixed Sources**

Product group from well-managed forests, controlled sources and recycled wood or fiber

[www.fsc.org](http://www.fsc.org) Cert no. SCS-COC-002281  
© 1996 Forest Stewardship Council

