



## THE FRIENDLINESS TRAP

*Although the stereotype holds that women are good communicators, and despite the strong representation of women in various levels of communications, a second glass ceiling still exists, barring them from many top positions.*

by Romy Fröhlich

Public relations is considered a ‘feminised’ profession: since the share of women in public relations education is by far higher than the share of women in the professional field itself, the feminisation of public relations is still an ongoing trend which will lead to an even higher proportion of women in the near future. However, female professional careers still differ strongly from male ones. The most striking

gender-related difference is that women in public relations still have more difficulties in developing their career as quickly and successfully as their male colleagues. Thus, it does not actually help that women dominate the profession: the glass ceiling effect still exists for women in communications. Besides the usual and well known work-home conflict which remains a significant barrier for women everywhere wanting to achieve a top position,

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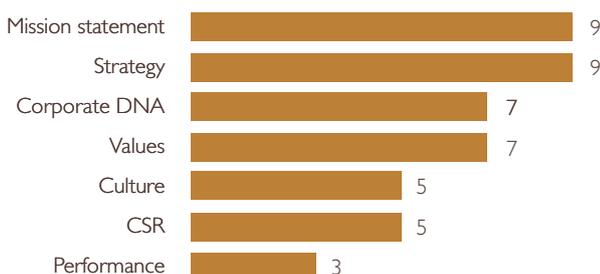
## FACTS & FIGURES

The corporate crises and scandals of the past few years have highlighted diverging opinions regarding the role of business in society. Communicating on corporate purpose is seen as an effective management tool, but is often received with mistrust and scepticism, if not downright cynicism. In October this year, global public relations and communications firm Burston-Marsteller published a survey on this very topic, which they commissioned from IMD Business School in Lausanne. Based on research into 213 European companies from 10 industries, the study shows that a well-defined and communicated purpose can contribute up to 17 per cent of the financial performance, economy-wide, of leading European companies. Within an industry, it explains eight per cent of the variation of the financial performance of leading European companies. It also finds that European companies are becoming more vocal when it comes to highlighting their purpose, and that they

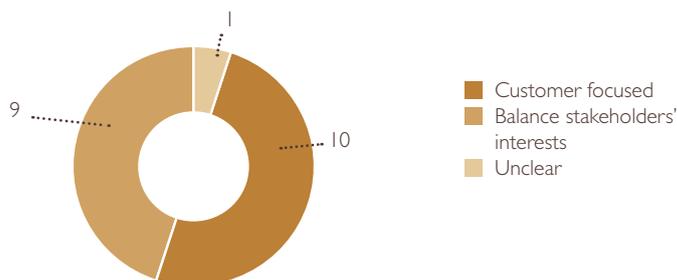
do so by balancing the interests of different stakeholders or through customer-focused messages. But to begin at the beginning: the study first explores how interviewees define corporate purpose (below left): mission statement and strategy was the most popular response, followed by corporate DNA (or raison d'être) and values. Notice how few equate purpose with financial performance. Purpose that balanced stakeholder interests with that of customers were dominant (below right) – tellingly, none stated that shareholder value was their main purpose. The survey lists some examples of companies' expressions of corporate purpose, including Aegon ("We feel responsible for the financial education of our clients"), Bayer ("To make people's life safer, easier and better") and Philips ("We are a company focused on people...") Taken from IMD and Burston-Marsteller, *Communicating Corporate Purpose*, October 2010

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### Meaning of Corporate Purpose



### Declared expression of purpose



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## PERSONNEL



Hubertus Kuelps  
(Head, SAP Global Communications)

Institution: SAP  
Start: Jan 03, 2011



### Germany: New start in January for Hubertus Kuelps

HUBERTUS KUELPS is the new head of SAP Global Communications, the business software provider. Based at the SAP headquarters in Walldorf, he will be responsible for the company's communications and stakeholder relations. Kuelps joins SAP from Allianz SE, where he developed his career for 11 years as communications officer at Allianz of America and the Fireman's Fund Insurance Company, which belongs to the Allianz Group in the US.



Daniel Oelker  
(Director, Corporate Communications)

Institution: Hilding Anders  
Start: Jan 01, 2011



### Sweden: Daniel Oelker to profile Hilding Anders

Hilding Anders, the world's leading bed manufacturer outside the US, has recruited DANIEL OELKER as its corporate communications director. Oelker has experience from similar jobs within PLM/Rexam, SCA Hygiene Products and, lately, for Thule. With a background as a journalist, his early professional years were spent within communication and management consulting.



Sony Ericsson



David Mignot  
(Director, Marketing & Communications)

Institution: Sony Ericsson France  
Start: Jan 01, 2011



### France: New role in Sony Ericsson for David Mignot

DAVID MIGNOT has been appointed marketing and communications director of Sony Ericsson France, a company dedicated to mobile entertainment. A graduate of the Ecole Supérieure de Commerce de Tours, he has spent most of his career within the Sony Group, where he served since 2005 as chief of photo/video/audio product group to Sony France. Under his new role, he will report to Steve Walker, CEO of the company.

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## EVENTS



15.12.2010 – 16.12.2010

### Social Media for Communicators Summit

Social media is revolutionising communications to customers, employees and the public. Ragan Communications present an event hosted by SWIFT. They have invited leading social media practitioners to share their best practices

► SWIFT/Ragan Communications,  
Avenue Adèle, La Hulpe, Belgium

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12.01.2011

### Butterfly Europe

Social networks are rocketing in popularity in the Web 2.0 era. This event gathers web experts and bloggers, as well as EU decision-makers, to discuss how social media and networks shape the European public opinion.

► Lo Spazio della Politica/Gli Euros.eu, European Parliament, Brussels

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12.01.2011

### User Forum: SharePoint for Internal Communicators

Through case studies, benchmarking, debates, problem solving and thought leader panel discussions, this specialist forum explores the use of SharePoint® in internal communications.

► Melcrum, venue tba, London

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