

# IMC Journal of Integrated Communications

NEW IDEAS AND BEST PRACTICES IN MARKETING COMMUNICATIONS

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# The Relationship Imperative

RICHARD EDELMAN

**Shifts in media consumption, attitudes toward corporate accountability, and a proliferation of marketing messages have rendered the old paradigm for corporate communications obsolete, Richard Edelman argues. Instead of top-down communication, he says today's effective campaigns should span across channels to engage stakeholders and build relationships with customers.**

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When Unilever launched the deodorant body spray AXE in the summer of 2002, legions of young male bachelors had been eagerly awaiting its arrival for months, primed by the buzz that AXE would increase their chances in the dating game. The product flew off the shelves, outselling competitor Right Guard by more than nine to one and Old Spice nearly eight to one, making AXE the number one deodorant body spray in North America. This is remarkable because Unilever rejected the dominant way of building a brand—a short blast of pre-launch advertising—in favor of a pre-launch guerrilla campaign that built brand interest and street credibility. The brand engaged young male grooming enthusiasts who in turn built demand among 14- to 24-year-old males.

In the months before the launch, Unilever worked on a grassroots level to capture the desire of young males to smell good all over and feel more confident with young women. It held a summer long casting coach tour to find the “AXE Guy,” a perfect everyman spokesperson for the brand. It created online partnerships with MyHMus.com and LiquidGeneration.com to discuss AXE. The AXE Effect Survey and the AXE Foreign Seduction Advisor highlighted the importance of smelling good all over. Unilever used helicopters to deliver the first samples of AXE to North America, sponsored the MTV Video Music Awards and secured stories in GenY media like CollegeBound Network, CTN, Maxim, CollegeTelevision.com, TheSource.com and Stuff to engage young males where they lived, worked and played. The ensuing ad campaign had a firm base of support from the day of the launch.

In the same way Unilever made AXE an integral part of teens' lifestyle, Microsoft engaged gaming enthusiasts as catalysts to introduce Xbox, and Apple Computer involved celebrities to introduce the iPod. Unilever recognized that the traditional model of top-down, one-way communication simply doesn't work in a business world that has been transformed by global, technological and social change. The early, direct and continuous dialogue with the brand's key constituencies made them the catalysts—independent, credible,

grassroots leaders who built the brand's credentials. The buzz that was generated was sent along to retailers, investors and media.

In stark contrast was Ford Motor Company's approach to positioning itself as the most environmentally-conscious car manufacturer. Prior to becoming CEO, Bill Ford actively promoted his “green vision,” staking out an industry leadership position. He engaged a full range of stakeholders through an array of communication channels. When Ford became CEO, he became the spokesman in Ford's consumer advertising on SUVs, the company's most profitable products. The result was scathing criticism from environmental groups, the media and the general public. Ford's failure to engage with the public and other stakeholders before the advertising was launched caused confusion and long-term damage to the

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**According to the Edelman Trust Barometer, eight out of 10 respondents are willing to pay more money for goods and services from a company with a well-regarded labor and environmental record.**

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corporation's reputation and consumer brands.

Today, an expanded array of involved and empowered interest groups—including employees, regulators, trade partners, academics, consumer enthusiasts, investors, non-governmental organizations (NGOs) and media—shape brand perception and corporate reputation. They operate in a sphere of cross influence, where ideas are continuously exchanged and subject to reexamination. The old paradigm of reliance on information distributed to the mass audience through the paid medium of advertising is simply outmoded.

In this article, I will explore the trends that have recast the rules of communication and explain why companies have an imperative to build relationships with all of their stakeholders to sell products and services,

manage issues, influence public opinion and cultivate optimal corporate reputation. I'll also suggest solutions for companies seeking to identify and mobilize their own "catalysts" who will advocate brands and advance corporate reputation.

## Key Trends Driving The Relationship Imperative

*The Collapsing Pyramid of Authority.* For much of the post-World War II period, communication in the business world was characterized by a system based on mass consumption, unquestioning belief and dealings with elites in boardrooms and exclusive men's clubs. The pyramid of authority was a model of elite command-and-control, where companies went in advance to opinion leaders in media, government and Wall Street. Companies then communicated a simple message directly to a mass audience by advertising on network television and were able to reach major demographic groups efficiently.

Until the early 1990s, broadcast and print media were influenced primarily by a few dominant networks and institutions like *The New York Times*, and a handful of highly influential public media personalities such as anchor Walter Cronkite of CBS. They were considered singular sources of credible information and most Americans read or watched them. Only 10 years ago, two-thirds of Americans viewed the nightly network newscasts. Today, the number is half of that.

Many markets and industries, such as financial services and health care, had not yet been deregulated, and public expectations for corporate responsibility were exceedingly modest. There was no meaningful voice from NGOs; in fact, Amnesty International, World Wildlife Fund (WWF) and Greenpeace were quite obscure.

In the contemporary marketplace, perceptions about corporations and their products are informed by multiple sources of information and advocacy. The pyramid of authority has been replaced by the sphere of cross influence, an expanded array of involved and empowered interest groups. Information "pings" around in unpredictable ways, creating a cauldron in which assumptions are challenged on a 24/7 basis.

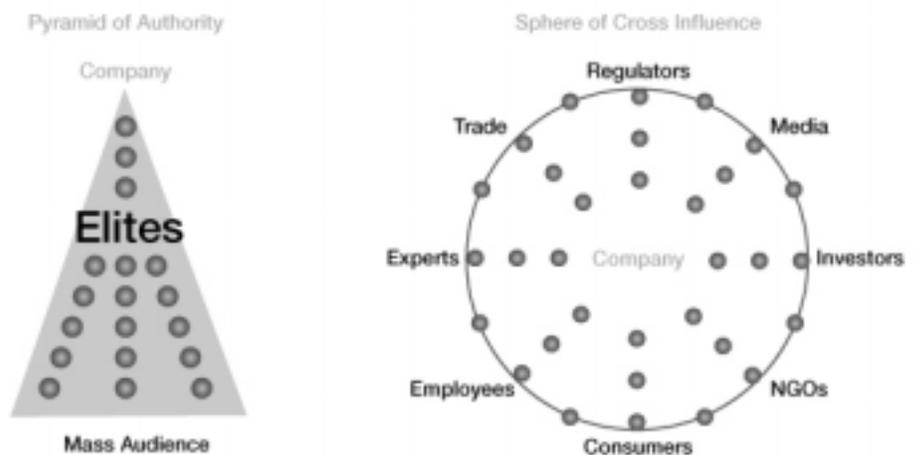
*The Democratization of Media.* The reach and influence of the broadcast networks have been diluted by cable and satellite, which now encompass hundreds of channels and many 24-hour news services. In 1967, 95 percent of women could be reached with three television spots in prime time. In 1995, 80 percent of women could be reached with three prime-time spots. Today, it would take 37 commercials to connect with 95 percent of women (Boyle, 2003).

Programming is repurposed across linked platforms like NBC, MSNBC and CNBC. More information is available through the continued growth of niche publishing and the explosion of online media. (It took 38 years for radio to reach 50 million people and 13 years for television, but the same number of people adopted the Internet in just four years.) Today, a major national news story can be launched not only from the front-page of *The Washington Post* or the *Financial Times* but from any small hometown newspaper or even a single Internet columnist: Matt Drudge of the Drudge Report website broke the Clinton-Lewinsky story.

Consumers are no longer content to be passively entertained; they want to be part of the show. Oprah Winfrey figured this out earlier than most. She knew that consumers didn't want to be talked to anymore, they wanted to do the talking, and they wanted to be heard; they wanted to participate. This trend spread to other continents—Vanessa in the U.K. and Cristina in Latin America. Today's "reality TV" shows, such as American Idol and Survivor, are a further indication of the desire to participate. This trend is evident across all mediums, from online chats and communities to radio talk shows.

There is growing prominence of Web bloggers who constantly update online journals with personal observations and expert analysis. The software enabling this explosion of personal publishing also facilitates the linking of like-minded people into instant communities, which new

## Changing models of communication



*During the post-World War II period, communication could be characterized by the pyramid of authority (left), which depicts a hierarchical stream of communication flowing from elite sources to mass audiences. A model for today's communication flow is the sphere of cross influence, in which communication reverberates in many directions among diverse interest groups, originating from many sources.*

media authority Howard Rheingold calls “Smart Mobs.” It is already clear that blogging is not merely a communication tool of the technology savvy. At the time of this writing, Technorati.com, which monitors Web blogs, had already tracked 807,300 blogs in August 2003—more than double the number in May 2003.

There is a blurring of the line between news and entertainment (“newstainment”) with media adapting to the “grazing” tendencies of viewers. The growth of “newstainment” is degrading the credibility of information conveyed through television and radio, which is increasingly perceived as a predominately entertainment-oriented medium. Edelman’s latest corporate trust study found much greater belief in printed news than in news conveyed through television and radio in the U.S.

*Proliferation of Messages.* With more information available than ever before, and more ways to receive it, a person may be bombarded with as many as 5,000 messages in a given day, according to former Microsoft futurist Linda Stone. This leads to her theory of “continuous partial attention” (Stone, 2002). People walk around as if with a channel selector in hand, surfing and stopping only when something is interesting, exciting, terrifying or funny. They commit their focus slowly, cherry-picking whom and what they believe.

In response to this excess of data, an individual weaves a personal “web of trust” through his or her choice of newspapers, magazines, television personalities, chat rooms and websites, as well as through friends or work colleagues. According to Edelman’s Trust Barometer study conducted in January 2003, approximately 80 percent of respondents said they believe a story only when they see, hear or read it multiple times. To break through and capture someone’s attention, Edelman vice chairman Michael Deaver, Ronald Reagan’s former chief of staff, coined this approach to communications: Repeat one or two key messages—early, often and in all kinds of media.

At first blush, blogging and other new tools would seem to increase the data din. But they also facilitate the coalescing of experts, early adopters and average consumers and enable user-driven qualitative ratings of these opinion-makers. What emerges can be far more influential than a newspaper headline or sound bite on the evening news. In the new information landscape, technology empowers relationship-building among people with similar interests.

*The Demand for Corporate Trust and Accountability.* Lord Browne CEO of BP, observed that while access to capital was a key source of strategic differentiation in the 1990s, relationships will be the main source of strategic distinction among business competitors in the 21st century. According to Browne, the key to maintaining stable relationships—with both shareholders and stakeholders alike—is trust. The 2001 Trust Barometer study revealed that ethical behavior is far and away the number one factor in building a record of social responsibility. In the years ahead, trust will be earned through a consistent pattern of corporate accountability that meets the letter and the spirit of the law.

*The Interdependence of Brand and Corporate Reputation.* Business today is everybody’s business; good corporate citizenship cannot be underestimated. The Trust Barometer study revealed that nine out of 10 respondents in the U.S. and eight out of 10 respondents in Europe said that a corporation’s reputation plays a large role in forming their opinion of the corporation’s products and services. Eight out of 10 people also stated that they are willing to pay more for goods and services from a company with a well-regarded environmental and labor record.

For example, consumers love Starbucks coffee, but they also care about the labor practices used on plantations that source Starbucks’ coffee beans. If brand and corporate reputation are mutually reinforced companies will be rewarded. Tony Long, director and European policy officer of the World Wildlife Fund, describes this as operating in the “Smart Zone,” beyond the minimum legal standard and ahead of consumer expectations.

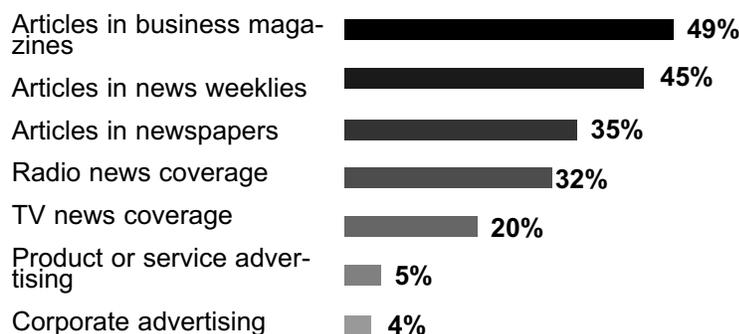
*The Rise of Activist Employees and Decline of the Imperial CEO.* The employee base of many companies is increasingly activated, with workers at all levels of the business organization demanding a more transparent relationship with their employers. The *Atlanta Journal-Constitution*, for example

has created a Web site for Delta Air Lines employees who may anonymously post complaints about their employer. Some of those criticisms then become the basis of articles in the newspaper.

There is a backlash towards the celebrity CEO of the 1990s. Today’s CEOs are focusing on the fundamentals of their businesses—operations, working with their key clients and delivering against financial goals. Although there is still a com-

## Waning media credibility

**In general, how credible are the following sources of information about a company? (U.S. respondents)**



Source: Edelman Trust Barometer, January 2003

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communication role for the chief executives, it is now vital for a company to enlist a broader base of advocates, starting with its own employees. The Trust Barometer shows that employees and their friends and family are a company's most credible messengers, not its chief executive by a three-to-one margin. Other "reliable" sources are independent experts such as academics or doctors. Traditional sources of corporate information, like company websites and press releases, are not trusted.

*NGOs: The Fifth Estate.* In the late 1700s, British Parliamentarian Edmond Burke coined the phrase "fourth estate": concluding that there were three estates within Parliament, he dubbed newspapers the fourth estate. Today NGOs have emerged as a new and powerful "fifth estate." NGOs (for example, Amnesty International, World Wildlife Fund, Greenpeace and Oxfam) are now firmly established as the new super brands, rated as the four most trusted brands in Europe, according to the Trust Barometer, ahead of global giants like Microsoft, Coca-Cola and Ford. People consider them to be credible sources of news about companies and they command increasing influence on a range of issues.

The rise of NGOs coincided with the globalization of business in the 1990s. There was a strong sense that the private sector had outgrown the regulatory framework of national governments or multinational institutions. NGOs are filling the trust gap by reviewing and endorsing environmental or labor practices and becoming partners or advisors on corporate social responsibility practices. They use a range of techniques, such as consumer boycotts, direct action against companies and press campaigns. For example, Greenpeace's highly publicized Brent Spar campaign in 1995 forced Shell to change its plans to sink a decommissioned oil rig in the North Sea. The Internet helps connect these constituencies—the protests at the World Trade Organization meetings in Seattle and Genoa were largely organized online.

*Empowered Consumers and Investors.* Today's consumers are more discerning and have an unprecedented capacity for choice, as well as higher expectations for the products and services they buy and the companies that produce them. Consumers today are feisty, self-assured and skeptical about authority. Consumers expect greater participation in their favorite brands and demand more attention, feedback, information and engagement.

Consumers' attitudes towards companies and brands are also swayed by geopolitical events. The Trust Barometer study shows that trust in key U.S. consumer brands is significantly lower in Europe than the U.S. For instance, trust in McDonald's is 55 percent in the U.S. and 22 percent in Europe, while Coke is at 66 percent in the U.S. and 37 percent in Europe. U.S. sales of French wines have declined by 10 percent since the war in Iraq.

Individual investors, liberated from mutual funds, are self-directing

their assets based on information gleaned from chat rooms, research reports, TV business programs and other sources. These investors, along with employees who are financially tied to their companies' retirement plans and stock price, require accurate financial information on a 24/7 basis. This same phenomenon is observed in health care, as patients seek information online and request specific drugs from their doctors. Eighty percent of those using the Internet, or about 93 million Americans, say they have sought medical advice online in the past year, according to a recent study by the Pew Research Center for the People and the Press.

### **Mobilizing Catalysts**

The future of business is not about selling, but about building relationships. The first step is to identify and build a core group of advocates who may not be grouped by traditional demographics such as education, income, age or gender. Whether empowered young males for AXE or individual investors for Charles Schwab & Co., Inc., catalysts are activated by a shared desire and a passion to communicate their experiences.

Catalysts differ from what Ed Keller and Jon Berry of RoperASW call "the influentials," who wield a huge amount of influence within local communities because they are not necessarily local community leaders (Keller and Berry, 2003). Nor are they necessarily defined as "early adopters," the folks who try the latest gadget.

Catalysts are self-appointed leaders in their area of expertise. They come from all levels of the economic spectrum. They are rapid and passionate communicators with a real understanding of the category. They are media-attentive and have a narrow focus. While catalysts differ by activities and interests, they share a personality trait, a missionary zeal. They are predisposed to taking positive action on issues close to their hearts.

Catalysts are experienced at building and nurturing virtual communities around their core interests. Their views increasingly are formed by a coalescence of personal experience and information from multiple sources. They weave their own web of beliefs through their choices of events, lifestyle and media.

Traditional communications measures include message recall and reputation. For catalysts however, we must find new ways to measure the strength of relationships. Dr. James Grunig of the University of Maryland recommends that relationships be measured on four characteristics: trust, commitment, satisfaction and mutuality of control. Edelman has developed the "Relationship Index," a new PR measurement tool that takes the temperature of an organization's relationship with these key stakeholders and shows how communications efforts change attitudes and behaviors.

There must be a concentrated effort to identify and engage relevant

category enthusiasts, who can become advocates for new product concepts and corporate reputation. The make-up of a company's key catalysts differs widely by issue or product. Left untended, these catalysts can also be the most difficult opponents.

Nissan Motor Co. created the "Nissan 2000," a group of policy-makers, elected officials, academics, community leaders and key media by looking for enthusiasts that operated beyond the Beltway, the traditional source for influentials for the company. Nissan mobilized this influential virtual community by providing monthly communications with specific messages through a variety of means, including rich text e-mail, direct mail, issue advertising, media placements and special events. Quantitative measurement demonstrated that the communication efforts had a tremendous impact, quadrupling (from 11 percent to 42 percent) Nissan's "very favorable" rating among catalysts. Overall familiarity of Nissan rose from 42 percent to 51 percent, and its status as a major economic contributor grew by nearly one-third.

Here are 10 ways to mobilize these catalysts:

### **1. Communicate Across the Sphere of Cross Influence.**

Companies can no longer send discrete messages to distinct audiences, because today's dynamic marketplace sees information moving across audiences, often becoming scrambled or diminished. Traditional communications resembled baseball, a slow-motion game governed by a strict series of rules, codified over generations. Today's communications paradigm is most like soccer, a manic flow with continuous play between teams using very different styles.

Companies need to engage these stakeholders frequently, because a single iteration of a message is not enough. In the Trust Barometer, 87 percent of opinion leaders in the United States and 77 percent in Europe were more likely to believe something they saw, read or heard from multiple sources.

**2. Leverage Multiple Channels of Engagement.** Companies must use multiple channels of engagement to reach their target audiences, and draw on different sources of information to shape perceptions. Companies need to reach all stakeholders with the same story, in a way that is timely, accurate and credible.

To construct State Highway 130, the largest toll road in the U.S., the Fluor Corp. and its joint venture partners wrestled with the complex process of engaging a variety of stakeholders in a high-profile public / private partnership. The consortium communicated with state and local agencies, communities, businesses, media and advocacy groups through consistent daily interactions including newsletters, websites, public notifications, traffic advisories, milestone celebrations and coordinated public meetings. The new result is a model being

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applied to the development of the high-profile Trans Texas Corridor

**3. Create a Master Narrative.** A company should create a "master narrative" that clearly articulates the company's ideals, extending through all internal operations and external relations. The CEO must work to ensure that employees embrace

the narrative; by internalizing the company's identity and ideals employees will communicate them to customers. In addition, a local subsidiary must be given the latitude to interpret the narrative in light of cultural differences without jeopardizing the company's core values

For example, the petroleum producer BP has aggressively repositioned itself as a new energy company for the 21st century committed to responsible environmentalism. Its "beyond petroleum" positioning goes well beyond advertising, inspiring employee and reassuring customers. It also raises the bar for the company with all stakeholders, who expect BP to be the industry leader in sustainable energy. BP's beyond petroleum is a rallying cry to establish sustainable energy, spurring a number of tangible programs, such as bringing clean fuels and clean air to 90 of the world's largest cities. These programs have been adopted by vendors, partners and cities around world.

**4. Apply the Paradox of Transparency.** A fundamental rule of business has been to keep major developments in secret so that competitors will not be able to respond. This policy must now adapt to the new rules of the game in which transparency becomes the first obligation. In 2001 the Shell public affairs department coined the term "paradox of transparency." I believe this approach reflects the new rules of the marketplace. Companies will be perceived more favorably if they divulge news—good or bad—as promptly and completely as possible, and disclose the steps they are taking to respond to a current crisis or challenge. When Monsanto Co. tried to launch genetically altered food products, it engaged all of the traditional stakeholders: farmers, government officials, regulators and the scientific community. Monsanto's failure to keep the end-user, the consumer, adequately informed however, allowed NGOs to instill fear among consumers about the unknown risks of genetically modified foods. The smart company understands that consumers and employees do not demand perfection. A company now finds strength in telling its audiences what it knows—and what it doesn't—through ongoing dialogue and continued discussion of risks.

**5. Build Reputation from the Inside Out.** Companies must recognize that the mantra for reputation management in the 1990s—the "outside in" method of becoming a great company by boosting the stock price—is now obsolete. Companies should build their reputations from inside out by engaging employees as advocates. The Trust Barometer shows that opinion leaders are more than twice as likely to believe infor-

nation conveyed by “regular employees” than by CEOs/CFOs in the U.S. Great companies today, such as Southwest Airlines Co., rely on strong employee loyalty to power the firm’s reputation and brands from the inside out.

**6. Speak to the End-User Through Experiences.** Today a company or product builds its reputation by establishing dialogue with the end-users. Companies need to create an experience that deepens the bond with their end-users.

To persuade female college students to try o.b. Tampons, Johnson & Johnson created a unique way to manage stress and inspire confidence. The company set up interactive stations on campus featuring kickboxing instructions and juice bars. Charismatic, confident female students volunteered as the brand’s student ambassadors to spread the word to their classmates. In the markets in which these events were held, the brand’s market share went up an unprecedented two and a half percent.

**7. Move from a “Buy It” to a “Be It” Approach.** For companies to move from a “buy it” (where reputations are built with paid media) to a “be it” approach, there must be a change in corporate behavior, not just a shift in the communications mix. Companies should build a culture of accountability and responsibility by integrating into their daily business operations respect for labor rights, human rights, protection of the environment and other core values of corporate citizenship. Trust will be sustained through accurate reporting of the bottom line, as well as of the so-called “triple bottom line” that includes measures of social and environmental impact. Chiquita Brands, for example, partnered with the Rainforest Alliance to develop guidelines for farm managers to conserve soil and water resources, control pollution, minimize the use of agrochemicals and protect the health and safety of workers. This approach was instrumental in helping Chiquita secure fair EU import regulations, while reinforcing its image with consumers.

**8. Reach the Catalysts, Early and Often.** There are catalysts in every communications scenario from brand marketing to corporate positioning. The challenges are to identify these opinion leaders and then to create compelling content that informs and motivates them.

When the Grocery Manufacturers of America, a trade association comprised of the nation’s leading food and beverage companies, announced its campaign to fight obesity by helping to form The American Council of Fitness & Nutrition, it started by identifying a core group of 1,000 catalysts, comprised of policy-makers, academics, medical and health

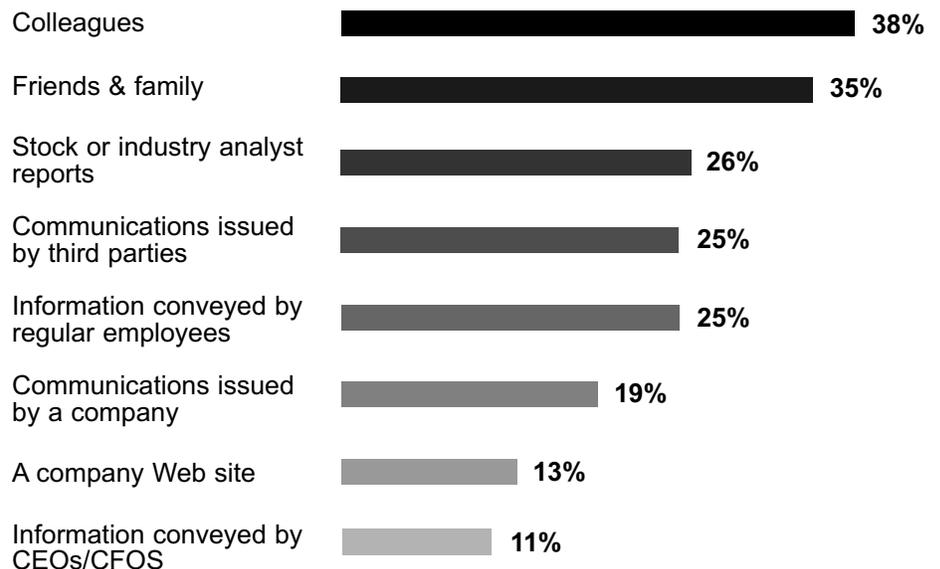
organizations, educators and parents. The program created a virtual grassroots community comprised of members whose attitudes ranged from positive to skeptical. The Council provides these influentials with information, through email and a website, about eating and exercising responsibly, and offers information to members about how they can help address the nation’s obesity epidemic.

**9. Create the Definitive Source of Credible Information.** Relationships are based in part on substantive, accurate, credible and timely information. To earn trust, companies need to provide journalism-quality content and communicate directly to audiences, not simply through the filter of the media.

To address the confusion, misinformation and initial negative coverage in the aftermath of September 11 about downtown Manhattan, the City of New York created an information campaign centered on a website (LowerManhattan.info), which became the central source of information for all matters relating to downtown. It covered transit and transportation, environment, health and safety, rebuilding, assistance and incentives, community and involvement, and area commerce—all promoted by media and grassroots outreach, street advertising and viral Web marketing. The site has received more than 100 million hits since launch and an average of 85,000 visitors each month. The campaign addressed a complex range of issues by speaking directly with a diverse group of people. New York Deputy Mayor Dan Doctoroff, cites the impact of the program as “one of the great success stories of the rebuilding process thus far”.

## Credibility of non-media sources

*How credible are these sources of information about a company? (U.S. respondents)*



Source: Edelman Trust Barometer, January 2003

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**10. Put Public Relations in the Lead.** If the future of business is about building relationships and relationships are all about dialogue, transparency and accountability, then PR should be the first communications discipline. PR builds communities of influence, and weaves brands into people's lives through real experiences.

In their book *The Fall of Advertising and the Rise of PR*, Al and Laura Ries argue that PR must first establish a brand's credibility before advertising can effectively reinforce awareness (Ries, 2002). They point out that consumer skepticism towards advertisements and the fragmentation of media make it cost prohibitive to introduce new products through "big bang" ad launches. The best way to introduce new products is gradually and over time, enabling enthusiasts to build momentum and provide early feedback so that companies can revise their communications approach.

The speed with which Starbucks has grown from a local Seattle company to an enterprise with more than 6,000 stores is almost as remarkable as the changes it has wrought in brand marketing. Starbucks has taken a commodity and established a premium, differentiated brand without relying on an extensive advertising budget. Over a 20-year period, Starbucks spent only \$20 million total on advertising. Instead they invested in developing their employees into front-line catalysts, who in turn develop long-term relationships with key constituencies: customers, suppliers, alliance partners (such as Barnes & Noble, Sodexo and Kraft Foods), and NGOs such as Conservation International, which is dedicated to conserving natural resources. Starbucks engaged in two-way dialogue to move beyond a transactional mindset to develop trust-based and long-term relationships.

Some companies are discarding advertising altogether. Jeff Bezos, chairman of Amazon.com, Inc., recently cancelled his \$50 million advertisement budget in favor of low prices and "word of mouth" promotion.

## Conclusion

Despite the enormous changes in the landscape, many executives still believe it is a less risky strategy to rely on the traditional model of communications using paid media and one-way messaging. Some CEOs have derived the wrong lessons from recent corporate scandals. They are less anxious to assume public leadership on critical issues and are predominately focused on financial targets. They are not speaking to a varied range of stakeholders, only to investors. This is a far more risky approach, likely to fail because it is based on an old paradigm.

In the recession of the past three years, many brand managers have opted to protect their advertising budgets, while eliminated other marketing tools. Smart marketers have seized the opportunity afforded by dispersion of media and lack of trust in paid media to use PR as a means to prepare the market and create disclosure with catalysts.

There has been a seismic shift in the marketplace. Today, the world of business is everyone's business. Corporations cannot afford to

withdraw from engaging multiple audiences. A company must cultivate a core group of passionate and involved catalysts, drawn from a wide range of stakeholders, to build credible advocacy for a brand or corporate reputation. Each stakeholder group requires focused, continuous attention. The essence of the relationship imperative is mobilizing catalysts by offering continuous, multi-channel communications and multi-stakeholder dialogue. Meaningful engagement with stakeholders will be a true source of competitive advantage to those companies willing to forge this new path.

**Dr. Gordon M. Goldstein, Ph.D., contributed to this paper.**

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