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BACKGROUNDER

Forum for People Performance Management and Measurement Offers Global Expertise

NAPERVILLE, IL – Companies looking to improve their bottom line by bringing out the best in their most valuable asset – their people – can look to the Forum for People Performance Management and Measurement for solid research and expert help.

The Forum (www.performanceforum.org) is a research center within the Medill Integrated Marketing Communications (IMC) graduate program at Northwestern University. Established in 2002, a key objective of the Forum is to develop and share knowledge about communications, motivation and management so that businesses can better design, implement and manage people-based initiatives inside and outside an organization.

Among its activities, the Forum:

- Conducts and coordinates research in the area of people performance management and measurement.
- Is developing a corporate education program leading to an eventual textbook on people performance management.
- Keeps track and serves as a global clearinghouse for research on all aspects of the people management field.
- Has established the basis for a formal educational curriculum in the area of people performance management, to equip tomorrow's business leaders with the skills needed to maximize organizational performance through people.
- Administers the annual "Performance through People" award given to the CEO of a company committed to success through people performance management.

Founding organizations of the Forum include Carlson Marketing Worldwide, Dittman Incentive Marketing, EGR International, The Incentive Federation, The Incentive Group, The Incentive Marketing Association, Incentive Performance Center, Incentive Research Federation, ITA Group, Maritz Performance Improvement, Marketing Innovators International, Promotional Products Association International, and Recognition Professionals International, Selling Communications, Inc., and O.C. Tanner Company.

BIOGRAPHIES OF THE FORUM'S LEADERS

Michelle M. Smith is president of the Forum for People Performance Management and Measurement. Smith has worked in every facet of employee recognition and incentives on a global basis. She is vice president of Business Development for O.C. Tanner Co., and is recognized as a respected authority on human capital management and engagement. She has published and delivered more than 250 articles and presentations, and has served as advisor to many successful global organizations.

Jennifer Rosenzweig is research director of the Forum for People Performance Management and Measurement. Rosenzweig is senior director and global employee practice leader for Carlson Marketing Worldwide. Her diverse background includes performance improvement, positive employee engagement, change management, and instructional design. Rosenzweig is a frequent speaker at industry conferences, and has authored many articles and book chapters dealing with employee performance and recognition.

Frank Mulhern, Ph.D is a trustee of the Forum for People Performance Management and Measurement. Dr. Mulhern is associate dean of research at the Medill School of Journalism at Northwestern University, and specializes in research on marketing communications, marketing research, database analysis, and the role of employees in marketing strategy. He has published numerous research papers on topics such as retail pricing and promotions, and the integration of employee communications with traditional and interactive media.

RESEARCH SUMMARY

Knowledge is Power: Forum Research Offers Companies Valuable Data, Solutions

NAPERVILLE, IL -- Rigorous research is the hallmark of the Forum for People Performance Management and Measurement. Since 2002, the Forum has conducted and published a vast library of valuable information examining how individual skills and talent are the major contributors to a business's overall financial success.

Company executives, HR managers and other interested persons may easily access the Forum's research bank through its website: www.performanceforum.org.

Some of the most significant research conducted by the Forum includes the following reports, with accompanying executive white papers for many of them:

Linking Employees to Organizational Performance: A Framework for Driving Success

The companies that will succeed in the increasing transition to an information- and service-based economy will do it based on the performance of their workforce; not necessarily with their products and technology. This report illustrates how employee attitudes and behaviors really drive the financial performance of the most successful enterprises.

Employee Lifetime Value: Measuring the Long-Term Financial Contribution of Employees

This comprehensive 45-page research report was produced by the Forum in partnership with the Performance Improvement Council of the Incentive Marketing Association. Among other valuable insights, the report highlights the links between employee and customer lifetime value, details how employees are value creators for organizations, and can help managers develop strategies for improved business performance.

Pulling Together: The Increased Role and Impact of People in Organizations

People – not technology – are the driving force in a company's competitive advantage. This research study, authored by Northwestern University – Medill School Professor Frank Mulhern, suggests that People Performance Management is a pillar in today's "pull" economy.

Testing the Internal Marketing Model: An Empirical Analysis of the Relationship between Employee Attitudes, Customer Attitudes, and Customer Spending

Customers spend approximately 22 percent more money on their purchases when they feel that employees are trying to satisfy them. This study, which tests the Internal Marketing Model, reveals that employee effort and customer behaviors are intrinsically linked to financial results.

Exploratory Study of Sales Incentive Programs

Which sales incentives work best? This white paper looks at sales incentive programs, and provides useful information to help managers design successful programs, and provides hard evidence and guidance when making those important sales incentive decisions.

Awards Selection Study Phase I: Preliminary Insight from Managers

Is cash always the best option for employee rewards? This study addresses the role of cash and noncash corporate reward systems, and helps managers determine when to use either mode.

Internal Marketing Best Practices

This study analyzes attempts by a dozen diverse companies to integrate their external and internal marketing practices. A companion study, **The PMA/Northwestern University ROI of Integrated Marketing Research Project**, conducted by Professor Frank Mulhern on behalf of the Promotion Marketing Association with the support of the Forum, identifies key challenges facing companies trying to fully integrate external and internal marketing.

Linking Organizational Characteristics to Employee Attitudes and Behavior

This study, by Professor James Oakley of Ohio State University, finds a clear link between employee engagement and customer satisfaction, and customer satisfaction and profitability. A follow-up study by Ohio State's Professor Oakley, **The Road to an Engaged Workforce**, identifies internal forces that affect employee satisfaction, and their level of engagement.

Linking Performance Strategies to Financial Outcomes – The Interaction between Marketing & Human Resources and Employee Measurement and Incentives

Companies with a close link between human resources and marketing consistently outperform companies that don't make the connection, according to this study by Northwestern University Professor Frank Mulhern.

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To schedule an interview with an expert about Forum research and white papers, contact:

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FACTS ABOUT PEOPLE PERFORMANCE MANAGEMENT AND MEASUREMENT

- Research by the Forum for People Performance Management and Measurement has determined that enthusiastic and engaged employees – even those who do not have direct customer contact – positively affects a company's reputation and profitability.
- The Forum for People Performance Management and Measurement (www.performanceforum.org) is a research center within the Medill Integrated Marketing Communications (IMC) graduate program at Northwestern University. Established in 2002, a key objective of the Forum is to develop and share knowledge about communications, motivation and management so that businesses can better design, implement and manage people-based initiatives inside and outside an organization.
- Gallup Organization findings conclude that in service industries, it's the organization's employees who create the true brand experience for customers. Branding isn't just about advertising any longer.
- The National Consumers League has found that 76 percent of consumers use companies' treatment of employees in their purchasing decisions. In addition, 27 percent of consumers define corporate social responsibility as a company's commitment to its employees, rather than philanthropy.

- A Brookings Institution study has found that 85 percent of a company's market value is now calculated on intangible assets, such as institutional knowledge, reputation, and human talent.
- Research by Watson Wyatt Worldwide points out that companies with employees who trust management enjoy 300 percent more profitability than companies with distrustful employees.
- Each year the Forum for People Performance Management and Measurement recognizes one or two companies that actively incorporate people performance tactics into their business strategies with its "Performance through People" Awards. Past winners have included firms such as Southwest Airlines, Marriott International, Nordstrom, Dell Computer, and Fifth Third Bank of Chicago.
- The Forum's web site (www.performanceforum.org) is home to a variety of original research and accompanying white papers on people performance concepts and strategies, which are available to the business community and general public.
- Founding organizations of the Forum include Carlson Marketing Worldwide, Dittman Incentive Marketing, EGR International, The Incentive Federation, The Incentive Group, The Incentive Marketing Association, Incentive Performance Center, Incentive Research Federation, ITA Group, Maritz Performance Improvement, Marketing Innovators International, Promotional Products Association International, and Recognition Professionals International, Selling Communications, Inc., and O.C. Tanner Company.