

# LET'S GET REAL: ALIGNING MARKETING COMMUNICATIONS WITH EMPLOYEE ENGAGEMENT

IABC

St. Louis Chapter

May 28, 2009

Les Landes, Landes & Associates  
Katie Sauer, Monsanto Company

# Let's Get Real



***When it comes to delivering on  
your marketing promises,  
does your organization know  
how to walk the talk?***

# Let's Get Real

## What do you believe?

- 1. How much does the quality of relationships within your organization affect the quality of relationships with your customers?**
- 2. How much is the quality of relationships within your organization affected by the level of trust and the quality of communications?**
- 3. How would employees rate the level of trust and quality of communications within your organization if they were guaranteed anonymity?**

# Let's Get Real



*In order to optimize alignment  
**BETWEEN**  
The Inside and Outside ...*

*You need to have alignment  
**WITHIN**  
The organization*

# Let's Get Real



*In order to improve alignment*

**WITHIN**

*The organization ...*

*You need to strengthen*

**TRUST & COMMUNICATION**

# Building Trust

## People & Systems in the Workplace:

- ▣ Basic human needs:
  - Security
  - Self-esteem
  
- ▣ Basic credibility factors:
  - Caring
  - Honesty and openness
  - Responsiveness
  - Competence
  - Reliability
  - Apology
  
- ▣ Build on the “basics” with:
  - “People-First” systems, processes and policies
  - Deeper understanding of human nature about work

# Building Trust

## Nationwide Survey

### Workers

### Managers

Interesting work  
Job security  
Tactful discipline  
Being “in” on info & decisions  
Good wages  
Loyalty to employees  
Appreciation of work done  
Chance to advance  
Good working conditions  
Sympathetic help w/problems

*1999 Survey  
Kenneth A. Kovach  
George Mason Univ.*

# Building Trust

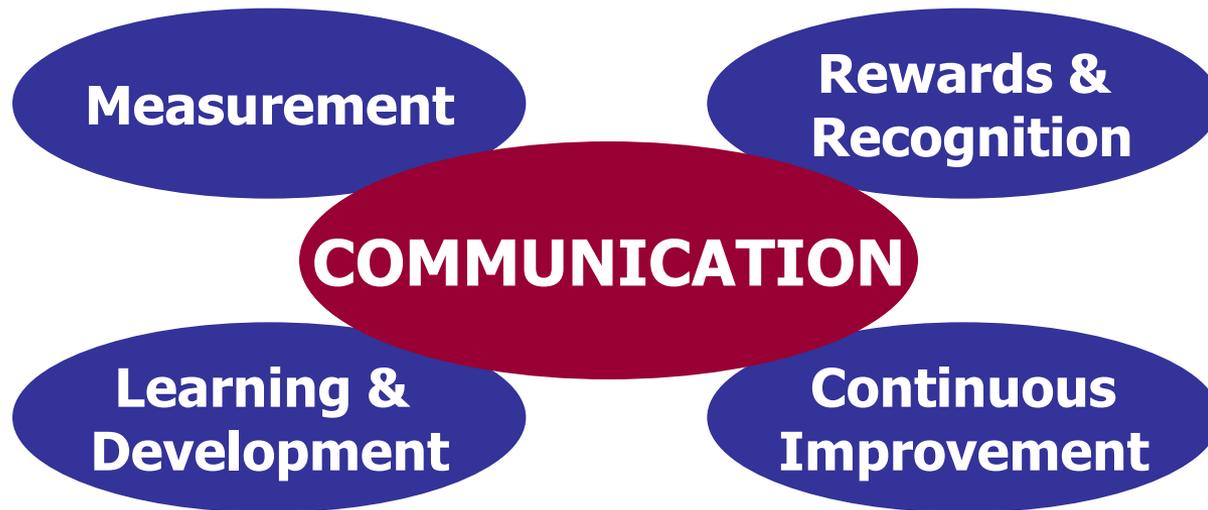
## Nationwide Survey

	<u>Workers</u>	<u>Managers</u>
Interesting work	1	5
Job security	4	2
Tactful discipline	9	7
Being "in" on info & decisions	3	10
Good wages	5	1
Loyalty to employees	8	6
Appreciation of work done	2	8
Chance to advance	6	3
Good working conditions	7	4
Sympathetic help w/problems	10	9

1999 Survey  
Kenneth A. Kovach  
George Mason Univ.

# Building Trust

## “People-First” Systems, Processes, & Policies



*Support claim that ...*

***“People are our most important asset”***

# Building Trust

## Real-Life, Real-Time Communication

- ▣ **Interaction**
- ▣ **Availability of information (policy)**
- ▣ **Access to information (process)**
- ▣ **Speed**
- ▣ **Relevance**
- ▣ **Inclusion**
- ▣ **Authenticity**

# Building Trust

## Real-life, Real-time Communication

- **Interaction**



# Building Trust

## Real-life, Real-time Communication

### □ Interaction

*Employees are NOT  
a “target audience!”*



# Building Trust

## Real-life, Real-time Communication

### □ Interaction

*Employees are NOT  
a “target audience!”*

*“Propaganda ends  
where dialogue begins.”  
(Marshall McLuhan)*



# Building Trust

## Real-Life, Real-Time Communication

### □ Availability of information

**“An individual *without* information cannot take responsibility.**

**An individual *with* information cannot *help* but take responsibility.”**

**(Jan Carlzon)**



# Building Trust

## Real-life, Real-time Communication

### □ Access to information

**Availability without access  
is like having a key without  
knowing what lock it fits.**



# Building Trust

## Real-life, Real-time Communication

### □ Speed

*Organizational communication has to operate at the speed of life.*



# Building Trust

## Real-life, Real-time Communication

### □ Relevance

*Watch out for the trap of giving people too much of the information they don't need – and too little of what they do.*



# Building Trust

## Real-life, Real-time Communication

### □ Inclusion

**Cutting someone out of the communication loop is like cutting off the blood supply to part of the body.**



# Building Trust

## Real-life, Real-time Communication

### □ Authenticity

*“The use of buzzwords anesthetizes you to the truth.”*

**(Warren Bennis)**



# Communication & Measurement

## *Real-life, Real-time Communication*

- ▣ **Interaction**
- ▣ **Availability of information (policy)**
- ▣ **Access to information (process)**
- ▣ **Speed**
- ▣ **Relevance**
- ▣ **Inclusion**
- ▣ **Authenticity**

# Communication & Measurement



**Shift from**  
*measuring the value of communications*  
**to**  
*communicating about measures that people value.*

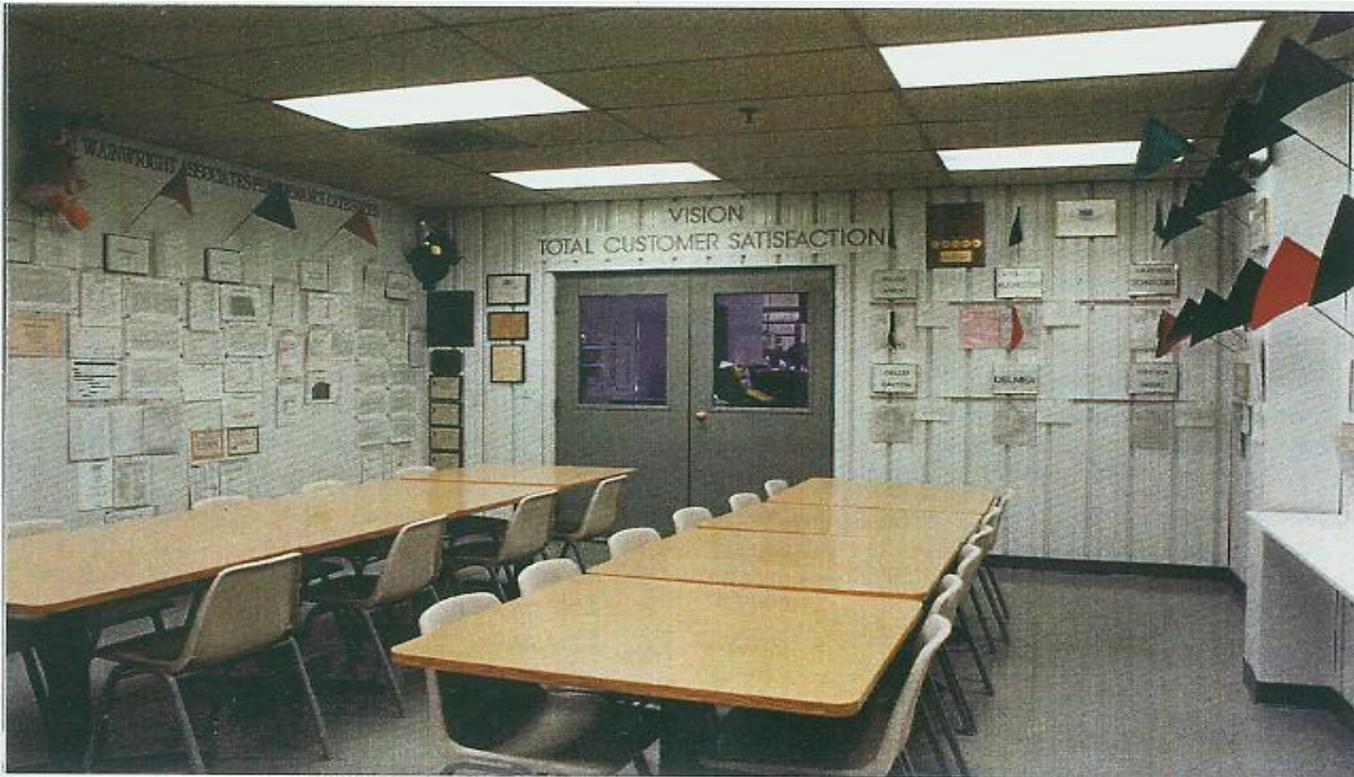
# Communication & Measurement

## Relevant measures that people value

- ▣ Business goals
- ▣ Employee engagement
- ▣ Quality
- ▣ Productivity
- ▣ Customer satisfaction
- ▣ Financial performance

# Communication & Measurement

## Relevant measures that people value



# Aligning with the Customer

## Making a Connection

- ▣ Lexus:
  - All employees speak to customer once a week, and report
- ▣ Boeing:
  - Customer pilots working with designers
- ▣ Quicken:
  - Home visits with customers
- ▣ Toyota:
  - Observe, don't just listen to customers
- ▣ Monsanto:
  - Essential Conversations

# Communication & Measurement

## Real-life, Real-time Communication

- ▣ **Interaction**
- ▣ **Availability of information (policy)**
- ▣ **Access to information (process)**
- ▣ **Speed**
- ▣ **Relevance**
- ▣ **Inclusion**
- ▣ **Authenticity**

# Monsanto – How we got here

- Weekly e-mail newsletter with less-than-exciting articles
- IT decided to replace existing Intranet
- Internal Communications worked with IT to implement a real-time news portal offering employees transparent news about the company and industry—in a timely, conversational manner

# What were our guiding principles?

---

- Interaction
- Availability of information (policy)
- Access to information (process)
- Speed
- Relevance
- Inclusion
- Authenticity

# How are we doing?

- 94% of employees have used the site at least once
- 50% of employees access the news pages on a regular basis
  - 75% of employees in North America access the news on a regular basis
- Average time on news page is 3-5 minutes

# Tools we use

---

- Articles
- Photos
- Headlines
- Blogs
- Wikis
- Twitter
- Comments
- Video
- Audio

# What kind of articles

- Well-written
- Transparent
- Honest
- Informative
- Useful
- No spin
- No messaging

# What does it look like?

**MONSANTO connection**

People | Intranet | Places | News | Google My Profile

All Profile Data

**Monsanto Stock**   
 12-Jan-2009 3:34 PM ET  
 MON: 77.67 -3.47 (Stock Chart)  
 DJIA: 8,460.83 -138.35

Home News Sites & Services HR Communities Site Actions Set As Homepage Help

**Links**

- MyLinks (Edit)
- » [monsanto.com](#)
- » [AP Stylebook](#)
- » [Cafeteria Menus](#)
- » [Learning Express](#)
- » [Room Reservations](#)

Admin Central

Earn 1 Position

Europe Africa

St. Louis

**TeamSpace**

- My TeamSpaces
- Public TeamSpaces

### Agriculture's Next Big Challenge



08-Jan-2009 - President-elect Barack Obama has chosen Iowa's former Gov. Tom Vilsack to be his secretary of agriculture. Vilsack was an excellent choice, but some have criticized the appointment because he supports agricultural biotechnology and commercial agriculture. The critics assume that anyone who holds these views is an enemy of organic farming and sustainable agriculture. We disagree. Norman Borlaug, a Nobel laureate and father of the Green Revolution, has concluded that the world will have to produce more f...

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RSS

« Prev Pause Next » 1 2 3 4 5 6 7 8 9 10



Monsanto  
Environmental,  
Safety & Health



Living the  
Pledge



BUSINESS  
CONDUCT

### ESH, The Pledge & Business Conduct

Date	Source	Title
16-Dec-2008	<a href="#">The Pledge</a>	<a href="#">Plan a 2009 Pledge Award nominati...</a>
15-Dec-2008	<a href="#">ESH</a>	<a href="#">Soda Springs: Sentinels of Safety...</a>
19-Nov-2008	<a href="#">Business Conduct</a>	<a href="#">BCO Goal for Managers</a>
17-Nov-2008	<a href="#">Business Conduct</a>	<a href="#">Gifts and Entertainment Handbook</a>
17-Nov-2008	<a href="#">Business Conduct</a>	<a href="#">Copyright Compliance Policy</a>

ESH - [Report a near miss](#) | [The Pledge](#) | [Business Conduct](#)

**Monsanto Connection**



I thought...  
Well, actually...

**FOR THE RECORD**

B H L E O R G E

  
**We've committed to it**  
**But why?**  
**Sustainable Agriculture**

**Employee Poll**

**Question:** When shopping online do you do business with reputable Web sites that offer transaction security like a gold padlock?

Always  
1019 (59%)

What's a gold padlock?  
317 (18%)

Sometimes  
254 (15%)

I don't shop online  
128 (7%)

Never  
16 (1%)

**Total: 1734 Votes**

# Surfing the news

The screenshot shows the Monsanto Connection website's news page. At the top, there is a navigation bar with links for 'Intranet', 'People', 'All News', and 'Internet'. A search bar is located to the right of these links. Below the navigation bar, there are tabs for 'Home', 'News', 'Sites & Services', 'HR', and 'My Monsanto'. The main content area is divided into several sections:

- Our Business:** This section features three articles:
  - IT Wins National Award—and Impacts our Bottom Line:** A team of more than 100 IT employees worked together for about 10 months to integrate existing systems and better serve customers. The effort resulted in savings for Monsanto and recognition from InfoWorld, a national IT magazine.
  - Monsanto Simplified:** When a story is simple, believable and important, it's easy to tell—and easy to remember! AgriTales are exactly that—simple, true and important stories about our health and the food, fiber and fuel needs of our growing world. The AgriTales series is designed to help employees speak more conf...
  - Being Number Two, To Stay Number One:** "If we are number one in a market, we need to behave like we are number two," Shirley Cunningham, enterprise applications lead, said during the IT townhall in Creve Coeur's K Café on Thursday, Nov. 15. "We can't assume that the number one position is a given. We have to make sure that we are compet..."
- Significant Business News:** This section lists several news items:
  - Round 2 for Biotech Beets:** 27-Nov-2007 - The New York Times
  - Germany's Bayer In Link-Up For New Soybean Traits:** 27-Nov-2007 - Reuters
  - QM Canola Gets On-ahead In NSW And Vic:** 27-Nov-2007 - AAP (Australia)
  - 2 Australian States Overturn Ban On Genetically Modified Canola Crops:** 27-Nov-2007 - The Associated Press
  - Australian States To End Restrictions On GM Canola:** 27-Nov-2007 - Bloomberg
- Other News:** This section lists several news items:
  - Q&A: GM crops:** 27-Nov-2007 - Guardian Unlimited
  - Blowback Ruling A Lesson For NGOs:** 26-Nov-2007 - Cape Argus (South Africa)
  - QOT MILK? DON'T LOOK FOR A LABEL ON WHAT'S NOT THERE:** 26-Nov-2007 - Pittsburgh Post-Gazette (Pennsylvania)
  - BS-free milk:** 26-Nov-2007 - Pittsburgh Tribune Review
  - Solutia files final documents. Company has reserved for executive compe...:** 26-Nov-2007 - St. Louis Post-Dispatch (Missouri)
- How to Shop Safely...Online:** The holiday season is upon us and many of us are dreading the crowds, the parking lots and the long, long, long waits at the local mall. And, in today's age of instant access to everything, some of us will turn to on-line shopping instead. Using the Internet, we can make our purchases without ever ...

On the right side of the page, there is a 'Search News' section with a search bar and a 'Words of Wisdom' section with a quote from Amy Vanderbilt. At the bottom, there is a 'Feedback Request' section with an email icon and the text 'E-mail us at the EEC and let us know how you think we are doing.'

# Some story examples



Intranet | People | Places | All News | Internet

My Profile | Search

Monsanto Stock  
07-Feb-2008 2:07 PM ET  
MON: 106.17 -0.21 (Stock Chart)  
DJIA: 12,274.24 +74.14

Refresh

Home News Sites & Services HR My Monsanto

Site Actions - Set As Homepage Help

Monsanto Today In The News Press Releases Archives Employee Voice Words of Wisdom

## Saving Seminis' Seeds



12/10/2007 - Heritage, a **Seminis** NAFTA hybrid, was likely to experience a \$2 million negative **EBIT** impact in fiscal year '08 and '09. However, because of the hard work and ingenuity of the sales and inventory teams, and the local dealers, that figure is expected to be cut in half.

Seed can only be in recorded inventory for a certain period of time—broccoli, for example, has a shelf life of four years. After that time, the seed is automatically written down and recorded as a loss—what the business calls "obsolescence." Though the seed can still be sold for another two to three years, resulting in a positive recoup, the real fight is to prevent the initial EBIT loss from occurring in the first place.

Heritage broccoli sees more than \$7 million in sales each year. "There a better than fifty-fifty chance the broccoli you eat is Heritage," **Jeff Sals**, area sales manager, said.

But Heritage also faced a huge obsolescence problem. The 6.5 size seed was not selling because many growers were planting broccoli as a secondary crop, and their planters were already set up for the 5-5.5 size seed. Bottom line, Seminis' larger seed would not fit—and the competition was selling only 5-5.5 size seed.

When the sales team dug deeper they discovered that vacuum planters were being used by more and more growers—and the vacuum planters could handle all sizes of seed.

So a plan was hatched. The inventory team of **Alma Long** and **Karen Gong**, and **Tom Scurrah**, global crop planner, began providing information to the sales team on seed stock, enabling the sales team to manage the inventory directly.

"We had to get a little more creative to move the larger seed," Sals said.

"We are working closely with sales in order to reduce the current inventory of Heritage broccoli," **Hilda Meza**, Seminis customer service agent, said. "We are supplying samples by batch in order for the growers to try our inventory prior to buying it."

The goal was to find the farmers who use vacuum planters and sell them the larger seed, before the obsolescence date hit. Soon, dealers started buying into the idea and began filling orders from vacuum planter users with the larger seed, while still providing the smaller seed to those without vacuum planters.

"The impact will likely be a reduction of the potential obsolescence by more than \$1 million in the next nine months," **Dan Croker**, optimization solutions commercial lead, said. "We will sell the seed that had been in inventory for many years, thanks to the cooperation of the sales and inventory teams and the dealers."

Sals also stressed that this seed is being moved out without offering any discounts, so not only are they preventing the obsolescence write-down, they are also maintaining full profitability.

With the plan in place, it now looks like all of the 2004 seed will be out the door before obsolescence—resulting in a large savings, protected profits and a plan that can be used for years to come—and potentially be used for other seeds facing the same obsolescence issue.

Article by **Mark Sutherland**.

Feedback

Help improve Monsanto Today—Was this article useful?  Yes  No

[Comment on this article](#)



Intranet | People | Places | All News | Internet

My Profile | Search

Monsanto Stock  
07-Feb-2008 2:01 PM ET  
MON: 105.94 -0.44 (Stock Chart)  
DJIA: 12,264.56 -64.46

Refresh

Home News Sites & Services HR My Monsanto

Site Actions - Set As Homepage Help

Monsanto Today In The News Press Releases Archives Employee Voice Words of Wisdom

## Mr. Washington Goes to Monsanto



12/19/2007 - In recent weeks, U.S. representatives from Missouri and Iowa have toured Monsanto facilities in both Ankeny and St. Louis.

These congressional visits reflect Monsanto government affairs' (GA) efforts to build and maintain positive rapport with key policy makers in states and districts where the company has facilities and employees.

"One of the best ways to communicate with policymakers about what we do is to bring them to our facilities to see with their own eyes what we do," **Michael Dykes**, Monsanto government affairs lead, said. "It's an opportunity to educate them on why it's important to our farmer customers and employees who are their constituents, their voters."

On Nov. 27, **Congressman Leonard Boswell** stopped by Monsanto's Ankeny, Iowa, facility. Boswell, who grew up on a rural farm in Iowa, represents Iowa's 3rd Congressional District, and is the only member of Iowa's delegation on the **House Agriculture Committee**.

"I always enjoy taking the opportunity to visit the Monsanto facility in Ankeny," Boswell said. "And I am always impressed by the technology being developed out of this facility. I was particularly excited to learn about technology that identifies corn hybrids which maximize ethanol yield. It is this type of research that has made Monsanto a leader in its field. I'm also particularly pleased that Monsanto continues to expand and invest in Iowa."

In November, Monsanto **announced plans to spend \$230 million** for expansion projects in Iowa.

"We're spending money, creating jobs—and policy makers are interested in the positive impacts our business has for their constituents," Dykes said.

On Nov. 29, Monsanto welcomed **Congressman Sam Graves**, who represents the 8<sup>th</sup> District of Missouri, to the Creve Coeur campus. Graves is a graduate of the **University of Missouri-Columbia's** school of Agriculture and sits on the **House Agriculture Committee**. A significant number of Missouri farmers reside in Graves' district.

"It's fascinating," Graves commented as the tour closed in G building. "Being a farmer like I am, it's understanding what the potential is out there and what the future is. It gets me excited about agriculture."

**Congressman Russ Camahan**, representing Missouri's 3rd Congressional District, also took an opportunity to check out the new technology in G building, on Nov. 30.

"I have visited here many times, but I am always fascinated by the technology, how this is actually being put to work in the real world and the people making it happen," Camahan said.

Camahan sits on the **Science and Technology Committee** in Congress. He said Monsanto's work encourages science and technology education, which helps the U.S. leverage its competitive edge against other countries like China and India.

"I am proud that this is happening in my home state," Camahan said. "It gives us a lot to brag about, and it is also really great motivation for me to continue my work and [support] ways that we can work to make these technology transitions for the future."

The GA team believes that building a greater understanding of Monsanto's business and technology helps members of Congress and government officials craft better policy.



One example is patent reform legislation currently before the U.S. Senate. The bill includes language that could undermine intellectual property rights. Monsanto is part of a broad coalition that continues to reach out to members of Congress who are not fully aware of the bill's impact.

"We have to reach out to our senators and representatives and let them know what patent reform means for Monsanto," Dykes said. "These tours are an opportunity for us to illustrate what Monsanto is doing in biotechnology. If we have relationships with these policy makers, and they understand and like what we're doing in biotech, this helps when it's time to make policy decisions that affect our industry."

In addition to patent law, Dykes said that GA is currently working to extend and expand research and development tax credits, support biofuels legislation favorable to farmers and recently succeeded in securing a pilot program that offers lower crop insurance rates for farmers in Indiana, Illinois, Iowa and Minnesota who plant Monsanto's triple stack corn technology. Another big accomplishment by the state and local government affairs team was capturing several million dollars worth of state and local incentives for Monsanto's facility expansion projects in **Nebraska and Iowa**.

"These positive results are announced in a day, but they are the result of months and years of building relationships. Hosting policy-makers at our facilities is one important way we do that," Dykes said.

Article by **Raeann Johnson** and **Mark Sutherland**. Photos by **Chris Paxon** and **Andrew Burchett**.

# Blogging in the workplace

The screenshot shows the Monsanto Today Blog interface. At the top, there is a navigation bar with links for People, Intranet, Places, News, and Google. A search box is present with the text 'All Profile Data' and a search button. To the right, there is a 'Monsanto Stock' section showing the date '12-Jan-2009 2:14 PM ET', the current price 'MON: 78.30 -2.84 (Stock Chart)', and the daily change 'DJA: 8,477.08 -122.10'. Below the navigation bar, there are tabs for Home, News, Sites & Services, HR, and Communities. A secondary navigation bar includes links for Monsanto Today, In The News, Yea, News, Sustainability, Blog, Wiki, Press Releases, Words of Wisdom, and Archives. The main content area features a 'Monsanto Today Blog' header with a disclaimer: 'Disclaimer: Articles published in the Monsanto Today blog are the personal opinion of the writer and do not necessarily reflect the official position of Monsanto.' The date '10/31/2008' is shown. The article title is 'Paycheck Politics' with an 'Edit' link. The text of the article discusses the author's political views and their experience working at Monsanto. On the left side, there are sections for 'Focus Areas' (including Behind the Scenes, Monsanto Today, Op-Ed, Safety, St. Louis Scoop, Sustainable Yield Initiative, and Vegetable Industry) and 'Archives' (listing months from December 2008 to September 2008). On the right side, there are sections for 'Featured Posts' (listing various articles like 'A Bunch of Misfits', 'A Fresh Perspective', etc.), 'Related Links' (including Monsanto Today, Sustainability Blog, etc.), 'Contributors' (listing names like GLYNN YOUNG, EMILY S. FREEMAN, etc.), and 'Admin Links' (including Create a post, Manage posts, etc.).

**Monsanto connection** People | [Intranet](#) | [Places](#) | [News](#) | [Google](#) [My Profile](#)

All Profile Data

**Monsanto Stock** Refresh  
12-Jan-2009 2:14 PM ET  
MON: 78.30 -2.84 (Stock Chart)  
DJA: 8,477.08 -122.10

Home News Sites & Services HR Communities Site Actions Set As Homepage Help

[Monsanto Today](#) [In The News](#) [Yea, News](#) [Sustainability](#) [Blog](#) [Wiki](#) [Press Releases](#) [Words of Wisdom](#) [Archives](#)

## Monsanto Today Blog

*Disclaimer: Articles published in the Monsanto Today blog are the personal opinion of the writer and do not necessarily reflect the official position of Monsanto.*

10/31/2008 [Edit](#)

### Paycheck Politics

Listen to the political commentary these days and the conclusion is unanimous—November 4<sup>th</sup> is the most important election in our lifetimes. I think that depends on how old you are. Or how good your memory is. At some point someone has said that about every presidential election beginning with the first one I paid any attention to—Reagan v. Carter.

But one thing is certain. As someone who works in Monsanto's Washington D.C. office, spends a lot of time monitoring media coverage of policy and lives half a block from the school where my precinct votes, there's no way I will forget to cast my ballot on November 4<sup>th</sup>.

The question is what will determine my vote as well as the vote of my fellow-Americans and Monsanto employees.

Pollsters often talk about demographic segments as if they are homogenous blocks that vote in unison motivated by this or that message that speaks to some biographic detail or circumstance of their lives. I challenge them to figure me out:

- I live on Main Street—literally.
- My brother-in-law is a plumber named Joe—no joking.
- I work for an organization focused on reducing world hunger (do-gooder), but I'm also a registered lobbyist for a highly profitable multi-national corporation (deviant).
- My father grew up in the Depression, lost money farming and became a union worker—and was a strong advocate of "Reaganomics."
- I spent five years getting a liberal arts degree in English literature—

[RSS Feed](#)

#### Featured Posts

- [A Bunch of Misfits](#)
- [A Fresh Perspective](#)
- [Ethics?](#)
- [Media Trips: Lots of Work and Lots of Good Results](#)
- [Paycheck Politics](#)
- [Tales of the City: President Bush, Hugh Grant and Me!](#)
- [Volunteering: the Monsanto Way](#)

#### Related Links

- [Monsanto Today](#)
- [Sustainability Blog](#)
- [For The Record](#)
- [External News Feed](#)
- [Monsanto Today Wiki](#)

[Add Related Link](#)

#### Contributors

- [GLYNN YOUNG](#)
- [EMILY S. FREEMAN](#)
- [MARK JAIN SUTHERLAND](#)
- [KATIE L. SAUER](#)
- [LISA JEAN DRY](#)
- [ANDREW BURCHETT](#)
- [CRISTINA RAPPA](#)
- [RAEGAN C. JOHNSON](#)
- [SELWYN J. SWE](#)

#### Admin Links

- [Create a post](#)
- [Manage posts](#)
- [Manage comments](#)
- [All content](#)

# What kind of impact does this have?

- Employees start to ask questions
- Questions get answered
- Information is available 24/7
- Employees use that information
- Dialogue begins
- Employees connect
- External PR has to change

# Monsanto Today



Select A Country

[Home](#) [Who We Are](#) [Our Products](#) [News & Media](#) [Corporate Responsibility](#) [Investors](#) [Careers](#)

MonsantoToday.com

[Articles](#)

[For the Record](#)

[Archive](#)

[Home](#) > [News & Media](#) > Monsanto Today

## Featured Articles



### [How We Prove Biotech Crop Safety: Product Safety for Food and Feed](#)

03/30/09

The safety of biotech crops is often questioned by anti-GM groups and sometimes consumers. But biotech crops undergo more testing and oversight before comm...



### [How We Prove Biotech Crop Safety: Product Characterization](#)

03/30/09

We constantly see or hear story lines claiming biotech crops cause cancer or biotech crops have led to an increased rate of food allergies, among others.



### [Chefs Compete for Healthier Fried Foods](#)

03/25/09

It's a typical Saturday night. You go to a restaurant and order your favorite item on the menu. You know you should be watching what you eat, but you can't...



### [HR 875: Monsanto's Dream Bill – Or Just an Internet Rumor?](#)

03/23/09

A recent blog post entitled Monsanto's Dream Bill – HR 875 has created some ripples in the blogosphere and beyond. Several newspapers and even a radio stat...



### [Viva La Ag!](#)

03/17/09

Friday, March 20, marks the 36th anniversary of National Ag Day. National Ag Day is celebrated as a part of National Ag Week, March 15-21, which recognize...



[Successful Farming for the Future](#)

## Search Monsanto Today

## Monsanto in the News

### [Planting Cyber Seeds](#)

03/29/09 - St. Louis Post-Dispatch

### [Monsanto Scholarship Aims To Increase Wheat And Rice Development](#)

03/26/09 - Brownfield

### [Curious Take In Ag Technology Showcase](#)

03/25/09 - The Roanoke Times

### [Monsanto Funds Crop Breeding Research](#)

03/25/09 - St. Louis Business Journal

### [Monsanto's Grant Named Among Worlds Best CEOs](#)

03/23/09 - St. Louis Business Journal

### [Drought-Tolerant Corn Progresses Through Pipeline](#)

03/21/09 - Gothenburg Times (Nebraska)

## Agriculture Industry News

### [Mahyco To Focus On Abiotic-Stress Resistant Seed Varieties](#)

03/28/09 - The Hindu from The Press Trust of India

### [U.S. Needs More New Exports For Doha Deal: Vilsack](#)

03/27/09 - Reuters

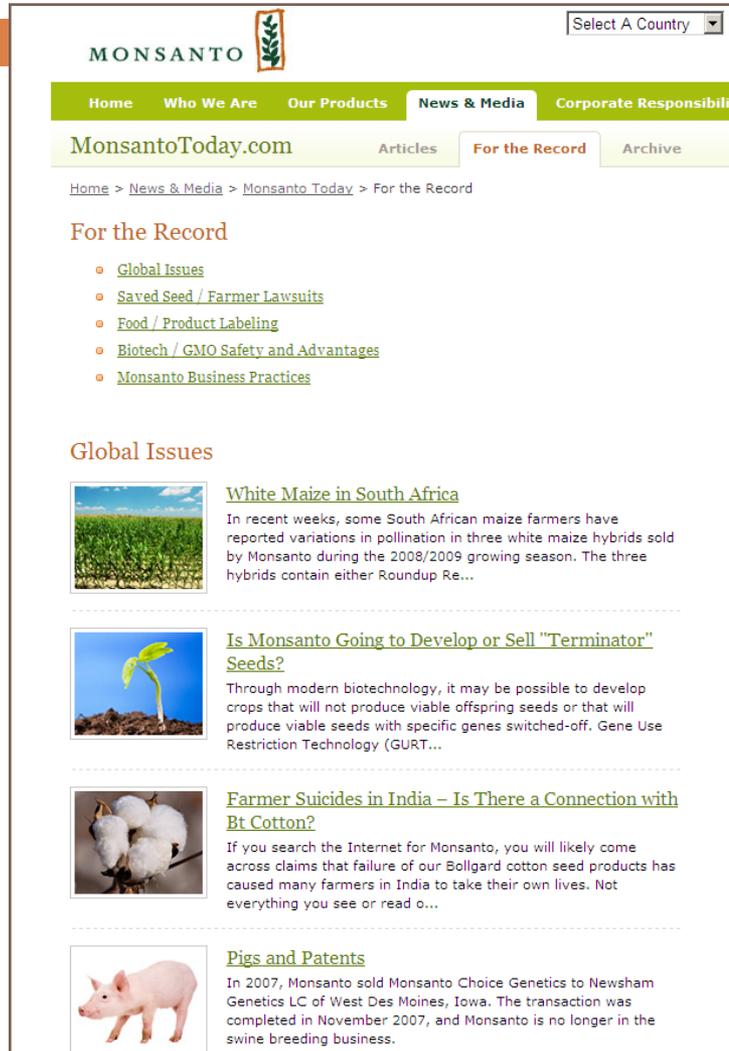
### [Nod For Bt Brinjal Likely Around End Of The Year](#)

03/27/09 - Hindu Business Line (India)

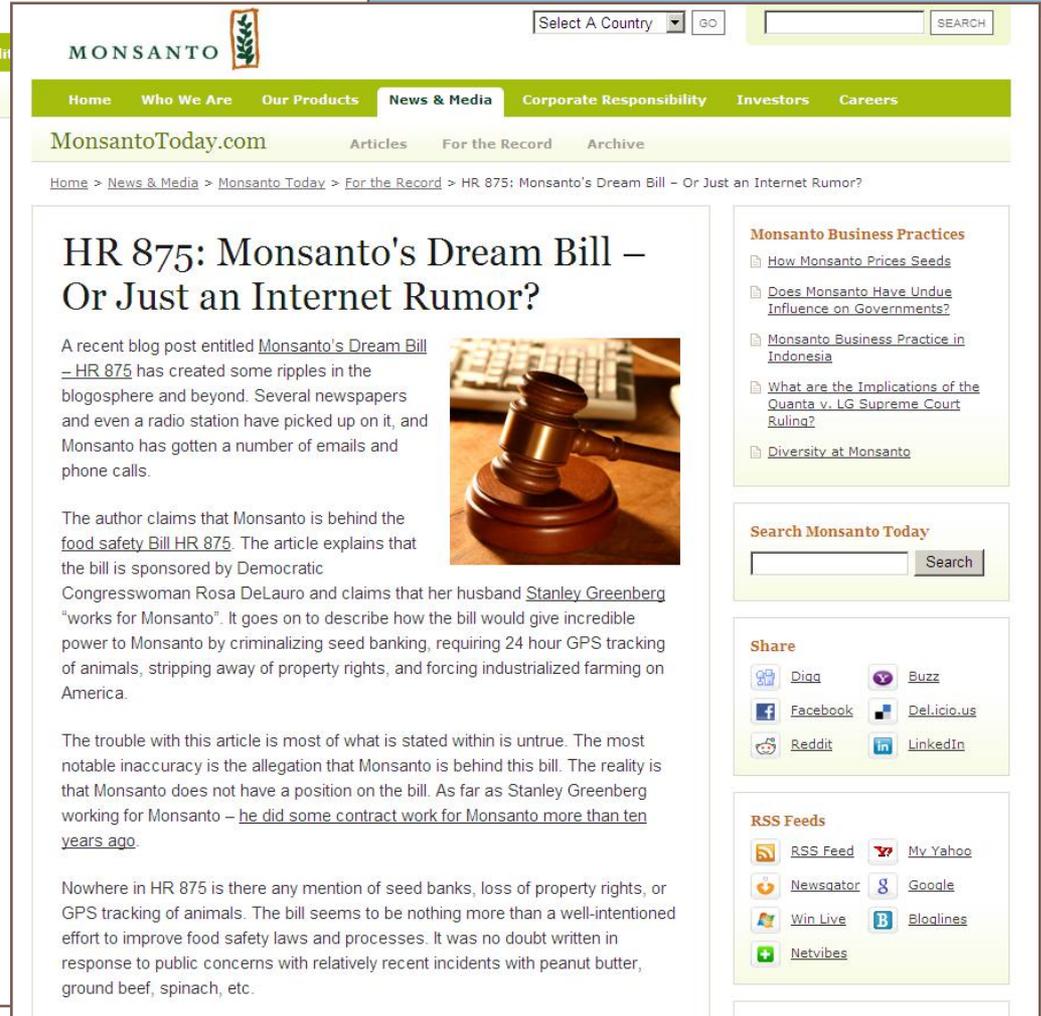
### [Burkinabe Cotton Farmers Expanding GM,](#)

[www.MonsantoToday.com](http://www.MonsantoToday.com)

# For the Record



The screenshot shows the Monsanto.com website with the 'For the Record' section highlighted. The navigation bar includes 'Home', 'Who We Are', 'Our Products', 'News & Media', and 'Corporate Responsibility'. The 'For the Record' sub-menu is active, showing 'Articles', 'For the Record', and 'Archive'. The main content area features a list of categories: Global Issues, Saved Seed / Farmer Lawsuits, Food / Product Labeling, Biotech / GMO Safety and Advantages, and Monsanto Business Practices. Under 'Global Issues', there are four articles: 'White Maize in South Africa', 'Is Monsanto Going to Develop or Sell "Terminator" Seeds?', 'Farmer Suicides in India – Is There a Connection with Bt Cotton?', and 'Pigs and Patents'. Each article has a small image and a brief summary.



The screenshot shows the Monsanto.com website with the article 'HR 875: Monsanto's Dream Bill – Or Just an Internet Rumor?' displayed. The navigation bar is the same as in the previous screenshot. The article title is prominently displayed at the top. Below the title is a sub-header and a paragraph of text. To the right of the text is an image of a wooden gavel on a desk. Below the text is a paragraph starting with 'The author claims that Monsanto is behind the food safety Bill HR 875'. To the right of the text is a sidebar with 'Monsanto Business Practices' and a search box. At the bottom of the sidebar are social media sharing options and RSS feeds.

## HR 875: Monsanto's Dream Bill – Or Just an Internet Rumor?

A recent blog post entitled [Monsanto's Dream Bill – HR 875](#) has created some ripples in the blogosphere and beyond. Several newspapers and even a radio station have picked up on it, and Monsanto has gotten a number of emails and phone calls.



The author claims that Monsanto is behind the [food safety Bill HR 875](#). The article explains that the bill is sponsored by Democratic Congresswoman Rosa DeLauro and claims that her husband [Stanley Greenberg](#) "works for Monsanto". It goes on to describe how the bill would give incredible power to Monsanto by criminalizing seed banking, requiring 24 hour GPS tracking of animals, stripping away of property rights, and forcing industrialized farming on America.

The trouble with this article is most of what is stated within is untrue. The most notable inaccuracy is the allegation that Monsanto is behind this bill. The reality is that Monsanto does not have a position on the bill. As far as Stanley Greenberg working for Monsanto – [he did some contract work for Monsanto more than ten years ago](#).

Nowhere in HR 875 is there any mention of seed banks, loss of property rights, or GPS tracking of animals. The bill seems to be nothing more than a well-intentioned effort to improve food safety laws and processes. It was no doubt written in response to public concerns with relatively recent incidents with peanut butter, ground beef, spinach, etc.

### Monsanto Business Practices

- [How Monsanto Prices Seeds](#)
- [Does Monsanto Have Undue Influence on Governments?](#)
- [Monsanto Business Practice in Indonesia](#)
- [What are the Implications of the Quanta v. LG Supreme Court Ruling?](#)
- [Diversity at Monsanto](#)

Search Monsanto Today

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[www.monsanto.com/fortherecord](http://www.monsanto.com/fortherecord)

# Monsanto According to....

## MONSANTO ACCORDING TO MONSANTO



Monsanto According to Monsanto

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[Monsanto According To Monsanto](#) February 10, 2009



Welcome to the premier posting for Monsanto's new blog *Monsanto According to Monsanto*. This blog will address issues related to Monsanto, our business, and technology in agriculture.

The title *Monsanto According to Monsanto* is a spoof of *The World According to Monsanto*, a horribly biased documentary which portrays Monsanto in a very negative light. Aside from the shoddy journalism, we at Monsanto found it incredibly arrogant that the filmmaker would present her own twisted view of Monsanto as the company's view of the world.

Unfortunately there's no shortage of people, particularly on the internet, who have taken it upon themselves to speak about Monsanto – what the company is, what it does, and why. Many of these folks have their own agendas. If anyone should speak to Monsanto's vision of the world, it's those of us who come to work here every day and collectively make this company what it is. This is the main reason for this blog.

Several individuals from Monsanto will be posting to this blog. People

### Comment Policy

We encourage readers to comment and engage in respectful conversation about the content posted here.

All comments are moderated and reviewed regularly. Only non-threatening and non-profane comments will be posted.

We will do our best to reply to comments, but cannot guarantee each will be answered.

For the full comment policy, go to the [Disclaimer and Comment Policy page](#).

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MonsantoCo: @czimmerman  
Thats crazy, Farm Progress is months away! Clinton isn't too

[blog.monsantoblog.com](http://blog.monsantoblog.com)

# Tweeting up a Storm

**MONSANTO** 

**Website:**  
[www.monsanto.com](http://www.monsanto.com)

**Company News:**  
[www.monsantotoday.com](http://www.monsantotoday.com)

**Company Blog:**  
[www.monsantoblog.com](http://www.monsantoblog.com)

**YouTube:**  
[www.youtube.com/monsantoco](http://www.youtube.com/monsantoco)

**Sustainable Agriculture:**  
[www.producemoreconserve.com](http://www.producemoreconserve.com)



## MonsantoCo

**Name** Monsanto Company  
**Location** St. Louis, MO  
**Web** <http://www.monsanto.com>  
**Bio** Monsanto is an agricultural company using innovation to help farmers produce more while conserving more. (Twittering done by Kathleen, Social Media Specialist)

139 1,330  
following followers

**Updates** 435

**Favorites**

**Following**



 [RSS feed of MonsantoCo's updates](#)

**@markvanbaale** They got pretty lucky with yesterdays game though! I was at the stadium as a disappointed Cards fan.

*43 minutes ago from web in reply to markvanbaale*

Happy Memorial Day everyone. Thank you to all who served for this country.

*about 6 hours ago from web*

**@IowaFarmWriter** I didn't have enough characters to add all the ones on here. I will have to make it a 2-parter!

*11:46 AM May 22nd from TweetDeck in reply to IowaFarmWriter*

Try again! I am going to make this #farm bureau #follow friday!

**@farmbureau @ohiofarmbureau @NEFarmBureau @IowaFarmBureau @azfb**

*7:17 AM May 22nd from TweetDeck*

Planting update from IL IA & WI More than just planting, this week looks at what farmers are doing to increase yields.

<http://bit.ly/WVzIO>

*11:20 AM May 21st from TweetDeck*

RT **@NW\_Monsanto\_Co**: App deadline for rice and wheat



[twitter.com/MonsantoCo](http://twitter.com/MonsantoCo)

# Aligning Inside and Out

## **Shift from Traditional Communication Roles**

- Reporter
- Promoter
- Apologist

# Aligning Inside and Out

## **Embrace New Roles ... and Requirements**

- ▣ Focus on supporting relationships more than sending messages
- ▣ Shift thinking about communication from departmental function to lifeblood of organization
- ▣ Help increase capacity of the entire organization to communicate effectively
- ▣ Form interdependent alliances with critical operating functions
- ▣ Avoid promotional hype
- ▣ Take a stand as truth and trust experts and advocates
- ▣ Be a navigator more than a flight attendant

# Aligning Inside and Out

**“Customers are demanding reality.”**

*and ...*

**“Marketing is everyone’s job.”**

-- Regis McKenna

*Relationship Marketing*

***If employees experience high-quality,  
“real” communication, customers will too.***