



**Special Olympics**

# Team Mattel Playbook



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## WHAT IS TEAM MATTEL

*“A business that makes nothing but money is a poor kind of business.”—Henry Ford*

### What is Team Mattel?

In 2005, Mattel and the Mattel Children’s Foundation begin a three-year commitment with Special Olympics. The partnership includes support of Special Olympics programs for children and the involvement of employee volunteers in local Special Olympics activities. Team Mattel is the worldwide team of Mattel employees, friends and family who will be volunteering their time at Special Olympics activities. Team Mattel members may be handing water out to runners at a track competition, timing athletes at a swim meet, or simply serving on the Cheer Team to encourage Special Olympics athletes at a particular event or activity.

### Why is Team Mattel important?

**Making a Difference, One Child at a Time.** Mattel and the Mattel Children’s Foundation share a philanthropic vision to make a difference in our communities by serving children in need. People with intellectual disabilities face challenges that others cannot imagine. Special Olympics provides these individuals an opportunity to participate in activities with success, giving many of them a sense of pride and accomplishment they may never have felt before. Mattel and the Mattel Children’s Foundation realize that supporting Special Olympics is about realizing that vision.

**Generates positive public relations.** As the Team Mattel initiative grows, so does the interest of the media and community. Numerous stories on employee volunteerism help position Mattel not only as an industry leader, but also as a company that is giving something back to the community where its people live and work. Most importantly, Special Olympics and Team Mattel will enable Mattel to demonstrate its commitment to the community through its greatest asset, its people.

**Develops employee morale.** Independent research from the 1995 Special Olympics World Games reported that 86 percent of the companies involved in Special Olympics saw a significant increase in employee morale and goodwill. Quality of life for employees and their families is enhanced through their involvement in a cause that is both important and visible in their own communities. Companies participating in Special Olympics volunteer initiatives also have reported a positive impact on pride among their employees toward their company and improved labor relations within the company.

**Originates business-to-businesses relationships.** Over the years, Special Olympics has benefited from the global support of many world leaders and business executives. Understanding the networking potential, more and more professionals in the areas of marketing, sales and communications can take leadership roles for coordinating Special Olympics Team Mattel in their respective communities.

**Supports company and employees interest.** The year-round activities conducted by Special Olympics offer companies and their employees great flexibility on how to shape their involvement. Special Olympics offers opportunities 365 days a year around the globe.

## SETTING UP THE TEAM MATTEL INFRASTRUCTURE

### Senior Executive Support

The partnership between Special Olympics and Save the Children has been enthusiastically endorsed by the most senior leaders at Mattel, including Bob Eckert, as well as The Mattel Children's Foundation, chaired by Kevin Farr, CFO, and including Matt Bousquette, Tom Debrowski, Alan Kaye and Lisa Marie Bongiovanni. These senior leaders are committed to actively participating in the partnership. Lining up other senior executives in support of the program will continue to be a priority for success.

### Establish a Team Mattel Point Person

The Mattel Children's Foundation and Philanthropy Programs staff will serve as the Team Mattel contacts. They will serve as liaisons with Special Olympics headquarters staff and coordinate ongoing efforts to promote Team Mattel.

### Building a Team Mattel Network of Local Contacts

Within each pre-selected Mattel location, local management will appoint an employee as the "Local Team Mattel Coordinator." This employee may or may not have knowledge of Special Olympics. The primary role of the Local Coordinator is to rally employees on behalf of local Special Olympics Programs. This can take many forms, from coaching to volunteering at a Special Olympics competition. The key qualities for the Local Coordinator, however, should be excellent organizational and people skills and a positive and enthusiastic attitude. In most instances, the Local Coordinator will be an individual currently with HR or who has communications responsibilities, but can be appointed from any business function.

### Support by Committee

Special Olympics has found that the best success comes from building a committee of employees to support the partnership. Local Team Mattel Coordinators are encouraged to seek employee volunteers from all levels to form local Team Mattel committees. The committees can range in size from a dozen to two dozen employees. They will become a major source of support, in both ideas and help, in building your team.

### Communicate. Communicate. Communicate.

Employees will be most engaged in the partnership if they are aware of the opportunities for participation in advance and they realize how fun it will be. Communications can take the form of articles in local employee newsletters, posters in the breakrooms, Lunch 'N Learn sessions or e-mail updates. The key to communications will be conveying the fun as well as the personal satisfaction one gets from volunteering at Special Olympics. Build excitement!

### Recognizing Team Mattel Heroes

Recognizing employees who participate in the local volunteer activities with Special Olympics is a great way to build employee pride and encourage employees to participate again in the future. This can be done through e-mail, postings on a Web site, or informally through conversations with employee managers. In addition, it will be especially important to recognize the Team Mattel coordinators who are the leaders of the effort.

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## HOW TO BUILD YOUR SPECIAL OLYMPICS TEAM MATTEL PROGRAM

*"I believe that every human mind feels pleasure in doing good to another."—Thomas Jefferson*

### Aim High

The endorsement of Mattel's senior leaders was important from the very beginning to initiate the partnership between Mattel and Special Olympics, and for its ultimate success. The support of senior management at each of the Team Mattel locations is also critical to success. With support at every level of Mattel, we will accomplish great things together.

### Build Enthusiasm

Shakespeare used some 54,000 different words, but the only words you'll need to convey your company's message are: fun, fantastic, fulfilling. Remember this: communicate, communicate and communicate. You need to communicate often, especially at the beginning of our partnership.

### Dare to be Different

There are 100 ways to launch the partnership with Special Olympics. Don't be shy about building fun into the process. Hold a torch run at your Mattel location with, yes, your local leadership, employees and Special Olympics athletes taking part. Raise a Special Olympics flag in an outdoor or indoor company ceremony and keep it flying as a testament to your involvement. Hand out T-shirts with your company name and the Special Olympics logo along with a free hot dog or ice-cream sundae to employees. However you choose to launch your partnership, do it with lots of passion. It's fun, but more than that, it's good for the corporate soul. And that's a fact.

### One World at a Time

Since Mattel is multinational, Team Mattel will consist of employees worldwide! Our success, however, will be dependent on each Local Team Mattel Coordinator. Look for an employee who wants to be involved, one with a great deal of enthusiasm and energy who views your company's involvement as a grand opportunity to do good things in the world. The employee should have good people skills and be able to work well with individuals from the shop floor to the boardroom.

**The Otis Experience:** *Within the company, coordinators were selected from various disciplines, primarily marketing/sales, human resources and communications. Also, coordinators have positions in finance, information systems and engineering. The head of each local Otis Company selected a "Team Otis" coordinator. For the most part, these first-time coordinators had little knowledge of or any experience with Special Olympics. Several coordinators had children of their own with intellectual disabilities, but for the most part, employees selected had expressed an interest in the assignment or were considered by management as the right fit. The Team Otis coordinators' assignment became part of their regular company job. While no additional salary was or is involved, considerable perks go with the assignment. For example, Team Otis coordinators travel at the company's expense to an annual coordinators conference as well as to all Special Olympics World Games. Additionally, the Team Otis coordinators have the opportunity for high visibility within their own business unit and with the company's most senior executives, many of whom have become personally involved with Special Olympics.*

### True Partners

Once a network of Local Team Mattel Coordinators has been selected, it's critical that each of them connects directly with the appropriate local Special Olympics official in the participating countries and/or states. What's important here is that your company coordinator begins a relationship with the head of Special Olympics in their respective country and/or state. Nothing positive will come about without a good relationship between these two key individuals and their respective staffs and/or volunteers.

## HOW TO BUILD YOUR SPECIAL OLYMPICS TEAM MATTEL PROGRAM

### *The Real Art of Communicating*

Besides communicating locally, Mattel On Demand, the internal Web site for Mattel employees, will have regular updates and general information about the partnership under the Mattel Philanthropy Programs and Mattel Children's Foundation section, in the Volunteer section. Team Mattel Coordinators will be encouraged to submit stories and "best practices" to share among all Team Mattel locations.

### *Building the Partnership*

Any lasting relationship needs to be nurtured to grow and your partnership with Special Olympics is no exception. It's been said that things often are at their best in the beginning. So, now that you have experienced a good beginning, don't let up on the momentum of your partnership. You'll need to look for your own ways to strengthen the partnership. This could be through inviting the local Special Olympics contact to your Mattel site's annual employee picnic or other employee event. Or invite Special Olympics to provide an update to your employees at a regular staff meeting or Lunch 'N' Learn session.

### *Saying Is One Thing; Doing Is Another*

There is really no limit to what employees can and will do if given an opportunity and encouraged along the way.

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## NINE STEPS IN DEVELOPING YOUR LOCAL TEAM MATTEL

### Step 1: The Buy-In

- All Mattel General Managers and senior leaders at designated Team Mattel locations are aware of and support the partnership with Special Olympics.

### Step 2: The Announcement

- Mattel's partnership with Team Mattel will be announced internally at the January 31, 2005, employee update.
- Mattel Corporate Communications is working with Special Olympics headquarters to coordinate a more public announcement of our partnership in March 2005.

### Step 3: The Set Up

- Team Mattel will be coordinated worldwide through the Mattel Philanthropy Programs and Mattel Children's Foundation staff.
- Local Team Mattel Coordinators will need to be chosen as the key point of contact for your Team in each location.
- Coordinate with local Special Olympics officials to meet with contacts from each Mattel locations participating in Team Mattel.

### Step 4: The Meetings

- Host employee information meetings locally in target locations that serve to educate employee volunteers on the Special Olympics organization and how they can best serve to support the organization's athletes.
- Invite Special Olympics representatives to be part of the presentation.

### Step 5: The Committee

- Recruit a committee of employees to work with your designated Local Team Mattel Coordinator in each Team Mattel location.
- Limit committee to a maximum of 20 employees for most effective management.

### Step 6 - The Special Olympics Event

- Work with your local Special Olympics representative to select a Special Olympics sports event to rally your company team. In each location, this may be a different event (e.g., summer/winter Games, spring tournament, etc.).
- Coordinate with the local Special Olympics Program to register employees as volunteers, receive orientation and training, and then volunteer at the event that works best for your company.

### Step 7 - The Company Team Event

- Look for a way to raise awareness for Special Olympics and, in doing so, raise the awareness of your team's involvement. Mattel may choose one signature awareness-raising event to have your employees organize on a consistent basis in their respective country or state for Special Olympics (e.g., volunteer recruitment campaign, award ceremony, etc.).

### Step 8 - The PR Element

- Generate news stories on your involvement via press releases.
- Promote your association with Special Olympics through internal company communications vehicles (e.g., newsletter, intranet, e-mail, annual report, etc.).

### Step 9 - The Employee Recognition Element

- Look for meaningful ways to recognize employee volunteer efforts on behalf of Special Olympics. For example, invite volunteers to a thank you breakfast or luncheon, send individual letters from Mattel's CEO or other management, or even put on a more formal awards program.

## EFFECTIVE PUBLIC RELATIONS

### Reach those important to you

- Employees/members
- Prospective employees/members
- Customers/prospects
- Shareholders
- Management
- Communities

### Why communicate?

- Increase brand awareness
- Recruit team members
- Motivate team members
- Recognize team members
- Face time with customers/communities
- Justify to management/shareholders
- Build bank of goodwill

### Ulterior motives

- Recruit and retain workers/members
- Build relationships that enhance workplace
- Minimize labor/management tensions
- Humanize big organizations
- Move products/services
- Gain benefit of the doubt

### Key to effective communications

- Unified message
- Build enthusiasm as well as inform

### Team-building 101 -- Use existing tools

- E-mail
- Cafeteria recruitment
- Newsletter articles
- Intranet
- Senior leader recruitment letters
- Department meetings

### Advanced team-building -- Create special tools

- Kick-off event
- Recruitment video
- Motivational posters
- Visits from pro/Special Olympics athletes
- Logo merchandise
- Recruit-a-colleague rewards

### Pre-game activities

- Fundraisers
- Newsletter updates
- Profiles on athletes/volunteers

### Post-game recognition

- Thank you letters
- Publish games coverage
- Awards programs
- Volunteer recognition book/video
- Thank you billboard
- Results report

### Build customer relationships

- Stories in customer magazines/newsletters
- Customer volunteers/event guests
- Customer letters to athletes
- Fundraisers tied to products/services
- Cause-related marketing

### Media relations

- Invite media to join team
- Suggest trend/feature stories
- Recommend photo ops

### Paid advertising

- Recognize volunteers
- Tout corporate philanthropy
- Hang banners
- Underwrite Special Olympics advertising
- Advertise on Special Olympics broadcasts
- Tag Mattel advertisement with "Proud Sponsor of Special Olympics"

### News values

- Impact
- Proximity
- Prominence
- Timeliness
- Emotional impact
- Visual
- Conflict



## EMPLOYEE VOLUNTEERISM FOR SPECIAL OLYMPICS

Volunteers enable Special Olympics to offer sports training and competition programs to almost 1.4 million individuals with intellectual disabilities on a worldwide basis. Special Olympics would not exist today and could not have been created without the time, energy, dedication and commitment of the more than 500,000 Special Olympics volunteers. Volunteers increase integration and socialization opportunities for Special Olympics athletes. The dedication of Special Olympics volunteers provides mainstreaming experiences for athletes with intellectual disabilities. Volunteers fill a wide variety of roles for Special Olympics programs at the local, state, national and international levels, from the role of coach, to fundraiser, to IT, to timer and scorer.

### Special Olympics Volunteer Opportunities in Your National and Local Program:

#### **Sports Training**

- Serve as certified Special Olympics coaches
- Help run Special Olympics sports camps
- Organize, coach or play on Unified Sports® teams
- Obtain equipment for Special Olympics athletes
- Use specific sports expertise to help set up sports clinics or Special Olympics training schools
- Train individuals with more severe disabilities through the Motor Activities Training Program
- Assist with school programs such as Special Olympics Get Into It (SO Get Into It)
- Assist with programs for young athletes (children ages 2 through 7)

#### **Program Games and Competitions**

- Have your Mattel location provide enough volunteers to run a sports venue at a Games or competition event. Some other responsibilities may include:
  - serve as a food service worker
  - assist with registration
  - assist with computer input or data processing
  - assist with awards ceremonies
- Your location can organize events, such as Olympic Town, for the athletes or conduct clinics or demonstrations in a new sport
- Conduct Special Olympics sports competitions or demonstrations during regular sports events

#### **Professional**

- Provide pro bono services to Special Olympics
- Contribute specific skills to help Special Olympics
- Sponsor or adopt Special Olympics teams
- Make donations of goods, services or vital office supplies to local Special Olympics Programs

#### **Public Awareness**

- Write articles about Special Olympics athletes, families and coaches, or join speakers bureaus
- Volunteer copy writing, photography or public relations skills to local, state or national Special Olympics Programs
- Take part in telephone campaigns to inform people about Special Olympics
- Help staff the media center or serve as a press escort at a Special Olympics event
- Train Special Olympics athletes to give presentations through the Global Messengers program

#### **Administration**

- Serve on local Special Olympics Program Board of Directors, or area committees
- Help special education teachers or Special Olympics coaches prepare registration and medical forms
- Contribute typing, filing and computer skills as volunteers in Special Olympics offices

## EMPLOYEE VOLUNTEERISM FOR SPECIAL OLYMPICS

- Distribute materials for a Special Olympics event
- Help Special Olympics with mass-mailing projects
- Assist with strategic planning

### **Friends of Special Olympics Athletes**

- Serve as greeters, escorts and cheerleaders at Special Olympics Games
- Take part in recreational or social events such as a bike outing or a picnic with Special Olympics athletes
- Transport athletes to practice and competitions

## THE MAKING OF A PARTNERSHIP

*"Nothing great was ever achieved without enthusiasm."—Ralph Waldo Emerson*

### Introduction

A management philosophy, "If we dream, if we believe, and if we try, there is nothing we cannot do," launched Team Otis, an unprecedented corporate movement by Otis Elevator in support of Special Olympics Programs worldwide.

The movement that was initiated in the fall of 1994 was accomplished in less than a year's time and in a decentralized company-wide environment with diverse cultures and social barriers.

The first major milestone of Team Otis was achieved in July 1995 when more than 100 Otis Elevator employees from outside North America joined 800 of Otis' U. S.-based colleagues as volunteers at the 1995 Special Olympics World Summer Games in New Haven, Connecticut, USA.

Today, more than 4,000 Otis Elevator employees throughout the world are volunteering in some 40 nations, elevating the awareness and the abilities of individuals with intellectual disabilities. Collectively and without company subsidization, employees, on their own and as teams, have raised nearly US\$1 million on behalf of Special Olympics worldwide. Employees have done so with a myriad of innovative fundraising projects that often involves customers and suppliers.

### Looking for the Right Partner

For several years, Otis Elevator's management team had been looking to focus the company on one humanitarian effort. They were seeking to embrace a global organization not with a checkbook or with a speech, but to reach out through its most valuable resource: its employees. In searching for this perfect fit, the company's management was also hoping to bring commonality to its global work force. Because of their universal appeal and credibility, the Red Cross, UNICEF and Special Olympics were the top contenders during those formative management discussions. Special Olympics was selected based on several factors, including the love of the organization by U. S.-based employees.

### Workplace Giving

The Otis management team was working on the premise that for companies, for the shareholders of companies, workplace giving becomes a requirement, but it misses the most important aspect: the personal, individual commitment and involvement by employees.

### Decision Making Time

A decision to select a philanthropic organization had remained stalled in the Otis boardroom. But when Special Olympics announced that New Haven, Connecticut, was the site of its 1995 World Games, the Otis management team went into action. The New Haven location was in close proximity to Otis' worldwide headquarters in Farmington, Connecticut, and the worldwide event served as a natural catalyst in the selection of global support of the organization.

### The Right Stuff, the Right Fit

With Otis Elevator in virtually every country in the world and Special Olympics Programs formally organized in more than 150 countries, the fit was a good one. Also, coming into play was the fact that the then president of Otis Elevator was publicly passionate about Special Olympics and served as a faithful volunteer. Additionally, Otis Elevator employees in Connecticut — alongside employees from parent United Technologies' Connecticut-based operations — had a long and good relationship with Special Olympics at state Games.

Outside North America, employees at Otis Elevator's South Africa company also had taken eagerly and warmly to working with Special Olympics. The feeling was this: if Connecticut and South African employees loved Special Olympics, why wouldn't employees, say, in Brazil, the Czech Republic, England or Russia?

## THE MAKING OF A PARTNERSHIP

### The First Step

As Otis Elevator wanted to reach out to Special Olympics from a different perspective, namely its worldwide employee base, the questions were numerous: how would Special Olympics react? How could this be accomplished efficiently and what process would make this all come about?

The first and most logical question to Special Olympics was, "How would you react to a global effort by, of all things, an elevator company?" The answer came back: with great surprise and delight.

### The Partnership Begins

The planning for this global partnership involved numerous strategy sessions with key Special Olympics Program staff as to just how Otis Elevator could successfully launch and then sustain its people movement. The objective was to rally around Special Olympics Programs in countries where Otis had a major company presence either with large offices or a large manufacturing base. For Otis, this represented about 54 countries.

### Target Audience

The target audience in this project had to embrace two groups of people: obviously, Otis employees in the company's four global regions (Latin America, North America, Asia/Pacific, and Europe) and, the Program Directors of Special Olympics where the matches were to be made.

For many, if not most, Otis employees outside the United States, there was little or no appreciation of what Special Olympics was all about.

The communications strategy played a critical role in moving the concept forward. The intent of Otis Elevator had to be made known to its employees and it also had to be clearly understood by Special Olympics Program staff.

### The Brainstorming Begins

The Vice President of Communications for Otis Elevator brought his staff together in the fall of 1994 in a free-wheeling brainstorming session. The focus was to give the concept a name and some identity. It was during one of these sessions that the name "Team Otis" was christened. The communications staff also wanted to put a little hype into the project and came up with a tag line: "Lifting Humanity." As many parts of the world use the term "lifts" to mean elevators, the two-word tag line or slogan gave double meaning to the effort.

### Communicating the Right Message to the Otis World

To introduce the Team Otis movement internally to employees, a five-minute introductory video was produced. As the then company President was fluent in several languages, he spoke on video to employees in French and Spanish as well as in English. The video, with the President addressing employees in the two additional languages, was, as one can imagine, well received and served also to demonstrate the earnestness and commitment of the company.

All forms of communications vehicles were used to get the message out to employees: videos (a half-dozen were produced at various times); T-shirts with name/slogan; company publications; intranet; speeches; and small group discussions. Also, commemorative items were produced such as luggage tags, pins and watches with the name Team Otis and Special Olympics.

