

5. Organizations can develop coordinated images at a multi-divisional level without sacrificing the unique qualities of the divisions. A unified look will make divisional promotion dollars benefit all divisions & the corporation as a whole, thereby stretching the individual divisions' smaller budgets.

6. Don't allow individual suppliers to institute, modify or change your identity. Any changes by them will be short-range at best -- they're probably out of touch with your organization's objectives and the total picture.

7. Don't take promotional advertising campaigns as your organizational image. Be aware of "identity lifespan." Advertising executives think in transient terms. Designers think in terms of longevity.

8. Take advantage of free advertising space & other cost-saving measures in creative & memorable ways. One of the rewards of a well-planned corporate identity program is "free" advertising space. Any time a customer or potential customer sees your organizational symbol -- on a truck, carry-out bag, packaged products, employee uniform, annual report, stationery -- your identity is reinforced.

9. Enhance manmade environments with well-designed signage. Signs & billboards have been blamed for highway blight, urban decay & loud visual noise levels. Good design is simple design. This does not mean sterility. There is nothing wrong with neon, bright colors or a very large sign, if used tastefully. Visual excitement is good for business & entertaining for the viewer.

PUBLICATIONS ARE NOT ENOUGH

Employee newsletters & other pub's may highlight employee activities or serve as outlets for employee gossip but they rarely discuss the real world employees work & live in. Roger D'Aprix suggests a better way to communicate. Management should come out of its executive dining room and go into the employee cafeteria. In this way, face-to-face communication occurs on a daily basis and becomes part of the manager's job -- not an interruption of his or her real work.

10. Respect your organization's image. Study by Batten, Barton, Durstine & Osborne shows that with a good corporate image, the public: a) is more likely to assume that the company produces good products; b) will buy more of & pay more for the company's products; c) is more likely to take the company's side in disputes; d) is more likely to consider the company's stock a good investment, and the stock is likely to suffer less in a general market decline than will stock of a company that doesn't have as good an image. (For a copy of our 2-part t&t series on developing & maintaining a corporate identity, 10/9/78 & 10/23/78, write prr.)

WHO'S WHO IN PUBLIC RELATIONS

ELECTED. FPRA officers for 1983 are: pres, Kay Bartholomew (dpr & mktg, Central Florida Regional Hospital, Sanford); pres-elect, Patricia Trubow (dir corp comms, Santa Fe Healthcare Systems, Gainesville); vp's, David Fountain (exec dir, Florida Insurance News Service,

Tallahassee), Bob Gernert (comty rels dir, Lakeland Regional Medical Ctr), Carolyn Kirkland-Webb (pres, Carolyn Kirkland-Webb & Assocs, Jacksonville), Scott Harrington (mgr corp comms, Gulf Power, Pensacola); treas, Truman Myers (pres, Myers Communications, Longwood).

Following our custom, pr reporter will not be published next week. This is the last issue in 1982 -- which prompts a reminder to order your binder now. Only \$7, big enough to hold a year's issues including our three supplements.

IS PUBLIC RELATIONS MORE THAN PUBLICITY AND COMMUNICATIONS? FURTHER RESULTS FROM OUR 18TH ANNUAL SURVEY OF THE PROFESSION

By almost 2 to 1, respondents to prr's 18th Annual Survey of the Profession disagree that "the term public relations means publicity, media relations, publications, a/v & other primarily communications activities."

65% view public relations as an "umbrella term" -- along with communications it includes public affairs, issues management, consulting and policy setting. It deals with human behavior & attitudes and its purpose is to relate an organization with all its publics for mutual benefit. Defending their views, respondents write:

"Public relations is more than communication. It has to include researching, tracking & analyzing issues of concern to the organization, and persuasion." (Bank vp/corp comms mgr)

"Public relations has gained worldwide understanding as being a function dealing with human behavior -- admittedly few people know what is involved. What we need is for public relations practitioners to agree that public relations deals with all human resources. Once the professionals agree, and use their capabilities to sell the concept, it will be relatively simple to get the public to accept the concept. Finding new titles for our field of activity is no solution." (Counseling firm chrm)

"Public relations means a professional counselor whose skills have changed with the times. A good researcher, competent communicator, careful ana-

Since this is the time when many of us reflect on where we are and contemplate resolutions for the new year, it's appropriate that we now share with you a description of the "Ideal Public Relations Man (sic)":

"I think that the ideal public relations man should, first of all, be a man of character and integrity, who has acquired a sense of judgment and logic without having lost the ability to think creatively and imaginatively. He should be truthful and discreet; he should be objective, yet possessed of a deep interest in the solution of problems. From his broad cultural background, he should have developed considerably intellectual curiosity; and he should have effective powers of analysis and synthesis along with the rare quality of intuition. And with all these characteristics, he should be trained in the social sciences and in the mechanics of public relations."

Ed Bernays, the author of this description, recognizes that as human beings, we are conditioned by experiences & environment which preclude us from possessing all of the ideal characteristics. Still, according to Bernays, "Anyone who aspires to a career in the field of public relations should examine himself objectively to find out whether he has a reasonable number of these characteristics ... finding out about yourself objectively is an important prerequisite to understanding and dealing with other people's attitudes and motives."

lyst and meticulous evaluator." (Exec dir, univ rels & comms)

"The function is one of interpreting the organization or industry to its various publics and vice versa; this includes counseling management or maintaining presence within its environment. Communications happens to be one of the important tools." (Trade/prof'l org'n vp-pr)

The 35% who feel public relations is mainly publicity & communications point out 1) it's what they do and 2) it's how management & the public see public relations. So, they say, the sooner we accept public relations to mean persons who communicate, the better.

PRSA's new definition of public relations, adopted at its recent conference, broadens the meaning far beyond the publicity/communications function (see prr 11/1 & 11/15). To some respondents, however, communications activities are simply the tools with which practitioners "ply their trade" -- "they are put to work only after planning, research and testing have been done."

What Do We Call Survey findings show changes taking place in departmental designations. Half of private sector organizations use "public relations." However, slightly over a quarter use "communications" -- e.g., "corporate communications" -- and almost a fifth use "public affairs." About 5% use a hybrid, mainly "public relations and advertising."

Departmental names and titles should not be changed, say the majority of respondents, for these reasons:

"Issues Management is a latter-day buzzword that provides some sizzle, but, in fact, it's nothing more than more of the same."

"Public relations is still a valid term ... an honorable term; we should be proud of it."

"When you know what you're doing, you can get across what public relations really means; no other title is needed."

Those who feel a change in name is needed say:

"The term public relations has been abused by misuse."

"Management distinguishes between public relations and such functions as public affairs."

It's not surprising that a field which is at the cutting edge of social change goes through cycles of differentiation & integration in choosing its professional designation.

"Dealing with social change involves consulting & management skills as well as communication skills." (Counseling firm principal)

"Communications will always be the fundamental activity of the practicing pr/pa person, but the thrust must now advance the interests of both the corporation and the public." (Utility dpa)

"A rose is a rose is a rose. Those who spend time and energy worrying about labels are precisely the people who give public relations the reputation of being overly concerned with form rather than substance."

"Practitioners can educate the public on what public relations really means."

"If we 'fancy-up' our title, it will only change again."

"The title should reflect the responsibilities of a practitioner, thus there shouldn't be just one title."

POLAROID'S "PLANS AND PROGRESS" PROGRAM
CLOSES COMMUNICATIONS GAP
BETWEEN MANAGERS AND EMPLOYEES

Instead of presenting a corporate slide show with prepared script read by a dep't manager, Polaroid's employee meetings are now responding to employee

info needs thru a filmed Q&A format. Earlier surveys showed employees felt isolated from top management (see prr 12/13). This feeling contributed to a sense of mistrust & confusion about corporate goals and management's expectations. Employees wanted: 1) better info about business goals, personnel matters, new products and events in their own divisions; 2) an opportunity to meet regularly with their co-workers & local management; and 3) exposure to company's top leadership.

The new "Plans and Progress" format fulfills these needs. Individual employees are videotaped at their work places asking questions of concern to them. Answers are given by senior managers & corporate officers. The filmed corporate portion is then followed by a live presentation of local news & Q&As conducted by local managers. Over a 3-week period, Polaroid holds 150 meetings for their 14,000 employees. Program occurs twice yearly.

Results from a post-meeting survey indicate a "new sense of confidence and respect for management," Emily Stein, internal comms mgr, told prr. Explaining these results, Stein & ass't mgr Richard Williams refer to the basic principle that "effective corporate communications programs must meet employees' needs, not just management's perception of those needs." For this reason, employee attitude assessments should be combined with current communication technologies.

IS YOUR ORGN'S IDENTITY PROGRAM
PLANNED OR AN ACCIDENT?
CHECK OUT THIS CHECKLIST

"An organization's visual communication materials can announce or mumble, inform or confuse, delight or depress, stimulate or irritate, and make or break a sale," says Elinor Selame, Selame

Design (Newton, Mass.). She stresses the need for a carefully planned identity program and lists 10 essential ingredients:

1. Organization's identity should reflect its philosophies, goals & marketing objectives.

2. Selection of a name & trademark is one of the most important decisions an organization makes. Many are returning to descriptive names rather than coined names or initials -- it's expensive to promote a non-memorable name that depends on public recognition & awareness. And there's always the danger you'll hear from some little company you didn't know existed, saying it has been using the same name for years. US law doesn't require registration. The bottom line on trademark law is usage. So if another company has been using a name for years & can prove it, it usually wins the right to use that name, registered or not.

3. Don't imitate a competitor's package design, brand name or trademark. It's dangerous. You may fall victim to Section 43a of the Lanham Act -- "trade dress infringement." Trade dress is defined as "those nonfunctional elements, from color to shape to typeface on a package, that tend to identify a given product." Design a packaging program based on the unique distinguishing characteristics of your product & its market.

4. Communicate honestly about the product or service your organization is offering. If you promise more than you can produce, it will backfire eventually and show up as sales losses.