

analysis; 6) Present your analysis of your employee's performance; 7) Negotiate the performance agreement; 8) Close the interview; 9) Follow up; 10) "What do I do if none of this stuff works?" Discusses each step using guidelines, how-to strategies & practice exercises that actively involve the reader & make concepts understandable. Two essential managerial skills are covered in-depth -- listening & presentation skills. Authors, Peter Wylie & Mardy Grothe, are mgmt consultants with degrees in industrial & counseling psychology. (Copy from Pitman Learning, 6 Davis Drive, Belmont, Calif. 94002. \$16.95; 240 pgs.)

Public relations tools, techniques & strategies are examined in Robert Cole's The Practical Handbook of Public Relations. Geared for newcomers to the profession, students & people considering a pr career, book is also useful for persuading non-pr mgrs about the effectiveness of pr. First chapter explains what public relations is through use of a case study. Cole gives emphasis to research, planning, evaluation & counseling, placing them in chapter 2. He explains that these 4 tools are "rarely thought of by outsiders as make-or-break factors in corporate- and nonprofit-sector communications programs. But they are, indeed, critical and are occasionally the critical factors in a campaign." Numerous case studies explain pr techniques. Features include sample press kits, sample lead sentences for news & press releases, list of pr do's & don'ts. Chapter 17 explains What Management Looks For In PR People -- And Vice Versa. The "Vice Versa" section is good reading for non-pr mgrs. Of the 8 expectations desired from mgmt, one is "a willingness to include pr execs in mgmt committee meetings." Another is "a willingness to provide guidance and leadership but leave the nuts & bolts decisions about public relations to the professionals." (Copy from Prentice-Hall, Englewood Cliffs, NJ 07632. \$18.95, paperback \$8.95; 213 pgs.)

COMPUTER TECHNOLOGY USEFUL TO PRACTITIONERS

Fast low-cost color graphic slides, overheads & other visuals can be generated through the IBM Personal Computer with Centec's Management Briefing Graphics System. Raw numbers can be turned into colorful visuals for a wide range of business communications. System consists of Centec software, a color-display generator & a choice of hard-copy options for 35mm, 8 x 10 transparencies or printouts. Graphics generated can contain as many as 8 colors from a palette of 16. Setting up raw numbers into a data base, making the visual & exposing the film takes less than 10 minutes; updated visuals from existing data sets (filed on diskettes) take less than 3 minutes. (Info from Centec Corp, 11260 Roger Bacon Dr, Reston, Va. 22090-5281)

Market research software program -- UNCLE -- cross tabulates marketing data. It 1) thinks in terms of multiple responses, allowing more flexibility in questionnaire writing; 2) handles other than local input; 3) works on your own computer; 4) permits users complete control over own data. UNCLE is available for any hardware which uses IBM's VM/CMS operating system. (Info from World Research Systems, 230 Essex Ct, Aurora, Ill. 60505)

CHUTZPA

"We have your dog -- see our reel if you want to see him again" said the ransom note that Korey, Kay Public Relations (NYC) sent to the comms dir (who didn't own a dog) of a company undergoing a pr firm search. This was a last-ditch effort after learning they hadn't even been considered in the search -- already narrowed to 3 finalists. Ransom note worked. They were awarded the WCBS-TV \$3 million account. Ingenuity & chutzpa help when seeking clients in today's competitive market.

Vol.25 No.33
August 23, 1982

MARKETING IS NEITHER A PANACEA NOR THE UMBRELLA TERM; RECLAIMING TURF IS NECESSARY FOR THE GOOD OF OUR ORGANIZATIONS

Marketing. An approach developed by consumer product companies, practiced poorly or not at all by many of them, resisted mightily by industrial products manufacturers, and now being adopted by not-for-profits & even government in their rush to emulate "business" techniques. The danger is, say observers like Peter Drucker, that few organizations really understand marketing -- especially the hospitals & schools that now seem to view it as a panacea.

A lead article last fall in Hospital Public Relations notes the "jurisdictional disputes" arising between marketing & public relations. But the author (a marketing professor) claims marketing's external affairs responsibilities include "demand management & image management" including advertising & the overseeing of what marketers call "promotion." Public relations is relegated to a service function, providing "institutional publications" & "relationships with mass media" under the guidance of marketers.

That the American Society for Hospital Public Relations (ASHPR) would print, uncontradicted, such a view raises questions about the understanding of public relations, as well as marketing. ASHPR's parent, American Hospital Ass'n, recently published a book, Marketing Your Hospital: A Strategy For Survival, that lumps these topics: market research, market positioning, marketing techniques, public relations, design & graphics, advertising.

In contrast, a speech by Dan Wise of Rice University at the annual CASE seminar set forth a practical approach. The problems are real, he finds. Higher education, for instance, has a product (curriculum) put together & given to a sales force (the admissions staff) to sell to consumers (students) with little consideration as to whether it meets the needs of consumers, or whether they want the product in the first place. But his solution is to be very clear about the differences between marketing, selling & public relations.

The marketing approach, as Drucker says, is to ask what satisfaction a customer looks for rather than what product or service the organizations want to sell. The product (or selling) approach "calls for continual attempt at selling of developed products (or services), some of which may not have a market," says Wise. But building effective 2-way relationships with publics is the prerequisite. Citing fundraising, Wise notes that it "is the result, and not the activity," of a good public relations program.



CABLE IS THERE NOW FOR THE ASKING
BUT PAY ATTENTION TO BASICS;
MEDIUM ISN'T ALL THAT DIFFERENT

Significant time is available on cable tv for local programming. "It's the software of the cable industry and opportunities to distribute your materials are tremendous. Most local access programs (produced by you) demand local tie-ins. They are usually done in-studio and you're virtually on your own. Cable systems provide the studio, crew, technical expertise, equipment and air time. You're expected to do the rest -- choose the subject, select the host, book guests, and for the next 13 weeks or so, produce the kind of program that will keep viewers from falling asleep," explains Richard Goldberg, a visual comms consultant. He offers the following tips:

1. Define your program message.
2. Cable tv requires lots of people-hours; get as many involved as you can.
3. Cable audiences are experienced tv viewers & expect to be entertained. Pay close attention to pace, flow & content of your program.
4. TV is a visual medium; use pictures to tell your story whenever possible.
5. Avoid on-air problems by explaining everything point-by-point to the program director & technical crew.
6. Promote your show in the cable subscribers' program guide.
7. Get your program listed in the tv pages of local papers.
8. Promote it in your organization's internal & external pub'ns & those of your trade ass'n, nat'l org'n or prof'l society.
9. Get a video taped copy of your program & use it as a marketing tool, staff morale builder, recruitment piece or centerpiece of a fundraising campaign.

Updated lists of your state's cable systems in operation or under construction are available for the asking. Check with the Cable Television Commission in your state capital. Status reports can also be obtained from the cable tv licensing authority (mayor, board of selectmen, etc.) in your city or town. (For free tip sheets on "Telling your story on cable tv" or "Communicating more effectively with tv news decision-makers," contact Goldberg, YOU'RE ON, 78 Elmira St, Boston 02135; 617/787-0547.)

LATE SUMMER READING FOR PRACTITIONERS

¶How to identify and cope with developing public trends and issues is explained in Issues in Communications II. Tho written for bank pr & comms mgrs, it transcends that scope and is an action guide for all public relations professionals. Comprised of a collection of white papers written by banking professionals, the book utilizes a problem-solving, how-to approach suggesting solutions for dealing with today's sensitive public issues. Topics covered include: 1) The Critical Role of Issues Identification; 2) Applying the Product Life-Cycle Concept to Public Issues; 3) Deregulation and Consumer Affairs; 4) Gray Clouds Call for Clear Communication; 5) Corporate Responsibility and the New Federalism; 6) Business Sponsored Materials: Public Relations, Consumer Education, or Exploitation?; 7) Walking the High Wire of Crisis Communications; 8) Communicating with the Changing Employee; 9) Technological Challenges to Bank Communications.

Brenda Schneider writes about the opportunity to get involved in consumer education and the controversy regarding the use of these materials in schools. Consumer leaders fear big business' power in the classroom. But with fewer dollars available for

education, more & more teachers are turning to these free materials. (See prr 4/14/80 for review of Sheila Harty's book on this subject, Hucksters in the Classroom.) Schneider stresses the need to be wary of the controversy but encourages the development of consumer education materials. She defines 3 types of consumer pub'ns: 1) product promotion; 2) public relations; 3) consumer education; and stresses the need to not confuse them in the minds of the public. She lists 7 potential problems and offers guidelines to follow when producing these materials.

The time for formulating crisis communications procedures is not when you have 4 employees & 4 customers being held hostage, writes J. Phillip Burgess in his chapter, Walking the High Wire of Crisis Communications. Plan ahead. To do so, Burgess identifies the various groups that interface in a crisis situation and their needs: 1) your org'n; 2) employees & customers at the affected location; 3) law enforcement officials; 4) news media & the public. Then advises this information be conveyed to all appropriate people within your org'n, teaching them how to respond. Article contains do's & don'ts for press relations during a holdup -- applicable to any crisis situation. Also reprints holdup procedures & report sheet to use in the event of an emergency. (Available from Bank Marketing Ass'n, 309 W. Washington St, Chi 60606. \$45 (BMA mbrs \$30); 57 pgs.)

¶1982 O'Dwyer's Directory of Corporate Communications is out, entirely redesigned and set in new type. 282-pg directory profiles pr dep'ts at the 2,600 biggest US companies and 500 large trade ass'ns. Entries list top pr execs, address & phone numbers (direct dial # when available), type of business, stock exchange listing, pr budget, role of the pr dep't, reporting lines of pr people, gov't rels execs at federal & state levels, outside pr counsel if any, and all corporate mergers, name changes & dissolutions. (\$70 from J.R. O'Dwyer, 271 Madison Ave, NYC 10016)

¶How and why pictures work as communication is illustrated in Pictures for Organizations by Philip Douglis. Over 100 photos are reproduced in this 234-page book. Douglis discusses each photo and analyzes the concepts, techniques & stylistic approaches that make each effective. Book shows different & better ways of shooting organizational photos: 1) portraits, 2) people at work & play, 3) ceremonies & rituals, 4) bldgs & machines, 5) meetings & speeches. Each photo reveals ideas, unlocks possibilities that can expand your ability as a visual communicator. Aside from what you can learn, this book is a visual treat. (\$35 from Ragan Books, 407 S. Dearborn St, Chi 60605)

¶Practitioners must manage their own staffs as well as be experts at employee relations. Problem Employees: How To Improve Their Performance tells you how to bring out the best in the people who work for you as well as yourself. It's light on theory and heavy on how to apply specific techniques & skills. Book breaks the performance improvement process into 10 steps: 1) Analyze your employee's performance; 2) Ask your employee to meet with you; 3) Begin the performance improvement interview; 4) Find out how things are going; 5) Get your employee to do a self-

Use of dep't title "public relations" at Fortune 500 companies dropped from 104 in '81, to 92 companies this year. "Public affairs" showed renewed popularity, jumping from 56 to 63 companies. 101 companies prefer "corporate communications" and 20 use just "communications."

-- O'Dwyer's Directory of Corporate Communications