

formed that way before it was told. The only safeguard for those of us in a large business, therefore, is to keep a pretty careful watch on the way people's minds are running, figure out the coming public attitudes, what the public decisions are likely to be -- and then be ready for them. We must try not to be in the position of being convicted of treason. We must obey the rules even before they are passed."

The way Page would have assured the fact of continuing research was his "hostage to performance" technique. He had AT&T run ads in which management would commit itself publicly to various improvements or policies. This made it impossible for management to neglect them. (For copy of lecture which gives historical background every practitioner should have, write prr.)

SURVEY MAJORITY FEELS TELECONFERENCING WORKS FOR SHARING INFORMATION; LESS EFFECTIVE FOR NEGOTIATING, SOLVING CONFLICTS, CONVINCING

For the purpose of sharing information, video teleconferencing is as effective as face-to-face meetings, say 90% of the partici-

pants in an IABC survey. Over half of the 1,200 attenders at IABC's January teleconference received questionnaires and 67% responded. Results rate effectiveness in 5 areas: 1) professional development, 89% favorable; 2) status reporting, 83%; 3) negotiating, 64%; 4) solving conflicts, 63%; 5) convincing, 47%.

Guidelines for planning a teleconference include:

1. Determine whether 1- or 2-way transmission is best by knowing the degree of interaction required.
2. Keep transmission time under 2 hrs.
3. Punctuate presentation with discussion & questions at each viewing location.
4. Choose speakers who are comfortable with & skilled at tv presentations.
5. Focus speaker time on just a few topics; favor intensity over diversity.
6. Provide supporting printed materials.
7. Design a format that encourages interaction: e.g. limit the number of sites; provide a local resource/discussion leader; encourage discussion among presenters.

Respondents are concerned about teleconferencing & similar technologies on their job: a) They are closely divided on whether new technologies dehumanize the workplace (36%) or not (44%); b) 86% believe new technologies will change the nature of their jobs & the way we communicate; c) 85% believe new technologies will improve their productivity; d) More intensive analysis of the basic communication requirements are needed -- info people have vs. what they need, appropriate formats & the need for mastery of the tools, both hardware & the processes.

HOSPITAL ADS TIE HEALTH TO ECONOMIC DEVELOPMENT

Nonprofits may have available

to them economic impact themes that are a cut above the usual jobs/taxes theme. Temple University Hospital is informing its Philadelphia neighbors about major new construction -- in fact, a \$97 million project they term a "replacement" hospital -- on the same site. Rather than making a straight-forward announcement, however, advocacy advertising theme is employed. The headline reads "Health through economic development."

The copy ties the typical creation of jobs for new construction idea with the fact that the total health of a community is a factor in long lasting economic development.

PSYCHOGRAPHICS COMBINES VALUES, ATTITUDES, LIFESTYLES TO PROVIDE SHARPER AUDIENCE-TARGETING TECHNIQUE FOR FORECASTING, PLANNING, MESSAGE STRATEGY, MARKETING

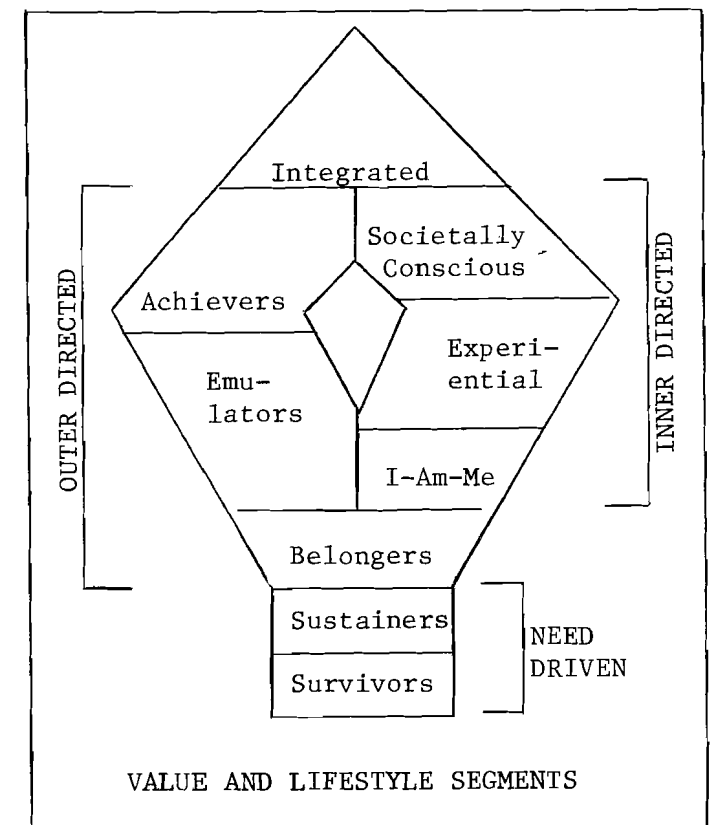
Understanding your organization's publics requires more than demographics. Psychographic research is needed. SRI International has developed a system for categorizing publics according to values, attitudes & lifestyles called VALS. Using theories of psychological development, VALS groups individuals into 3 major categories and 9 subcategories:

I. Need-Driven: "Money-restricted" people struggling to buy the basics. They buy more out of need than from choice or whim; but sometimes they splurge, which accounts for large sales of luxury items in lower-income areas. They represent 17 million people -- 11% of the adult population. 2 subcategories include:

1. Survivors: Old, poor, depressed & far removed from the cultural mainstream.
2. Sustainers: Relatively young, angry, crafty, struggling on the edge of poverty, willing to do anything to get ahead. Female single heads of households also fall into this category.

II. Outer-Directed: Accounts for more than two-thirds of the adult population & makes up Middle America. They conduct their lives so others will think well of them. 3 subcategories include:

3. Belongers: Traditional, conservative, conventional, nostalgic, sentimental, puritanical & unexperimental.
4. Emulators: Trying to burst into the system and make it big. Ambitious, upwardly mobile, status-conscious, macho & competitive, but also distrustful & angry, with little faith that they will get a fair shake from Establishment.
5. Achievers: Leaders in business, professions & gov't. Characterized by efficiency, fame, status, the good life, comfort & materialistic values.



III. Inner-Directed: Individuals who generally buy products to meet their inner needs rather than responding to opinions of others. This is the only group expected to grow in the next 10 years -- from about 33 million today to 50 million (or 28% of the adult population) by 1990. 3 subcategories include:

6. I-Am-Me's: Young, zippy, exhibitionistic, narcissistic, dramatic, impulsive, fiercely individualistic & inventive.
7. Experientials: Mature variety of the I-Am-Me's. Want direct experience & vigorous involvement. Concerned with inner growth & naturalism.
8. Societally Conscious: Attracted to simple living & smallness of scale. Tend to support conservation, environmentalism & consumerism.

VALS was used by Merrill Lynch to change its "Bullish On America" theme. Original campaign was illustrated by a herd of bulls and appealed to "belongers" -- conservative, sentimental "mass market" who want to fit in, not stand out. New theme, "A Breed Apart," is illustrated by a lone bull and appeals to "achievers" -- affluent leaders in business & gov't who have money to invest.

Alone at the top of the VALS hierarchy is the 9th subcategory, Integrates, who meld the power of outer-directedness with the sensitivity of inner-directedness. These individuals are fully mature in a psychological sense, tolerant, assured, self-actualizing & often have a world perspective. They account for about 2% of the population and are heavily represented in corporate & national leadership.

In addition to its obvious marketing & promotion utility, VALS has important ramifications for strategic public relations planning. It can pinpoint changing trends in society. Nonprofits can use it to target fundraising to make up for loss of gov't funds. (For more info write SRI, 333 Ravenswood Ave, Menlo Park, Calif 94025.)

LIBRARIANS UNDERSTAND US

While the semantic battle over what to call practitioners rages, and new definitions of our work arise with regularity, at least the permanent storehouse of knowledge knows what public relations really is. All library materials are universally filed according to the Library of Congress subject headings. The heading for Public Relations reads:

"Here are entered works on the policies & messages which promote the standing in the community of an individual or organization. Works on the process by which these activities are made known to the public are entered under the heading Publicity."

GRASSROOTS ACTIVISM: EDUCATION COALITION THREATENS TO CLOSE SCHOOLS FOR A DAY SO TEACHERS, STUDENTS & PARENTS CAN LOBBY STATE HOUSE

However, it's something that might be unavoidable in order to demonstrate the plight of public education, said Bernard Kirshtein, NJ School Boards Ass'n pres, at a news conference kicking off a 3-week lobbying & communications campaign to increase school funding.

"Closing schools represents a drastic step -- one that we have never taken before and one we don't take lightly.

Public attitude toward education favors more US financing, according to a recent Gallup poll. NJ Coalition For Public Education is working to translate this public opinion into action. Coalition spokesman Frank Belluscio told prr how they're going to do it: 1) 21 county coalitions have been formed, each with a designated spokesperson. 2) Each coalition will work with local news media and lobby municipal government & state legislators from their area. 3) At the same time, state level efforts will continue spearheaded by 6 organizations representing school boards, parents, teachers, school administrators, school business officials, principals & supervisors. They will lobby the governor, commissioner of education & other state leaders.

If no progress is seen at the end of their 3-week campaign, Coalition is planning a rally in Trenton to be held on a week day when the legislature is in session. It will require schools to shut down for a day. "A lot of thought will be put into it before we arrive at any decision. The purpose of the rally is to bring the problems facing the public schools to the attention of the legislature & state leaders and show how much support the schools have."

PHILLIPS SHARES PHILOSOPHY AS WELL AS PHONE NUMBERS ON MEDIA CARD

Oil companies may have dealt with all the media coverage they could ever want, but they're going to deal with more -- and this time they are preparing for it. Phillips Petroleum has developed "golden rules" for

its execs and printed these rules on a 3"x2" plastiv card. Executives receive the card after attending company's media training course. One side lists company's public relations contacts with home & office phones. Reverse lists 7 rules:

1. The question you most dread will be asked. Be ready. Practice. Rehearse aloud. Assess the reporter's knowledge. Fill in the blanks. Relax but be businesslike. Reporters listen to every word.
2. Be brief and to the point. Be pleasant even when the reporter is hostile. Answer the question, then shut up. Dead air isn't your problem. Correct misstatements.
3. It's your interview. Know the points you want to make. If you don't know the answer to a question, say so. Then get back with the answer before deadline.
4. Never say, "No comment." If you can't comment, say why.
5. Never go off the record.
6. Never answer hypothetical questions.
7. Never use expert talk. Sharks are sharks, not marine life.

Survey of journalists taken last spring by Opinion Research Corp offers warnings that other companies may want to heed: a) 46% of radio & tv media plan to increase coverage of America's energy needs, problems & solutions; b) 59% of print journalists say their org'ns will increase coverage of business news.

RESEARCH -- CONSTANT STUDIES -- IS THE WAY TO FEND OFF "BELATED GUILT" A LA LOVE CANAL, ASBESTOS, AGENT ORANGE ETC.

Public relations pioneer Arthur Page of AT&T foresaw in 1938 the possibility organizations would be blamed today for acts of yesterday that seemed acceptable at the time. In the first annual Arthur Page lecture at Univ of Texas, present AT&T vp-pr Ed Block quotes the master:

"Whenever the public has an idea that they would like to change a large business and make it perform in a certain way, the public convicts the business of not having per-