

2. Be prepared for the human realities. Jobs will be lost. Comfortable niches in a company are turned upside down. Values erode.
3. Productivity will drop dramatically when merger plans are announced.
4. Integration of the work force following an acquisition is an immediate need requiring strong communication support. Develop tools -- slide prgms, supervisor meetings, newsletters, press coverage -- showing how the acquired company will be supported and how it fits into the new org'n. Be responsive to employees who are angry, unsure of their future, or not highly productive.
5. Major pr effort will be to introduce new name/logo. That means less intensive marketing of specific products, perhaps losing some good will & prestige. You'll have to make it up later; first things first.
6. Customers are increasingly less loyal. Every change creates an opportunity to leave. Use market research data to design messages aimed at keeping customers.
7. Merger will be perceived as a sign of fin'l weakness, correctly or not. Customers will be suspicious about the fin'l health of the combined entity. Since you're in the spotlight because of the merger, make the most of it to dispel misperceptions. Clear messages and credible management are essential.

SURVIVAL KIT FOR UNEMPLOYED  
BUILDS RELATIONS FOR UNITED WAY:  
VALUABLE IDEA FOR ANY ORGANIZATION

Toledo area United Way is aiding the community at the same time as it helps member agencies adapt to clients' current needs. With the help of the local ad club, UW

created a survival kit for the unemployed. It's a collection of brochures & informationals from local UW agencies that can help. Included is information such as:

1. When & how to apply for unemployment benefits (Legal Aid Society).
2. Aid to veterans on necessities, finances, jobs, etc. (Veterans Claims Office, American Legion).
3. 12 steps in securing a new job (YWCA).
4. Unemployment compensation, supplementary income, food stamps, financial assistance programs, a list of service offices & a hotline for 24-hour information & referral (First Call for Help, local hotline).
5. Explanations of behavioral reactions to job loss for individuals or family (Family Services of Greater Toledo).
6. An introductory letter to explain and encourage "survival" during these times & how to use the kit.

Kits were initially distributed at a Jobs Fair in a local mall. People stood in line to get them. PSAs are now being done by a tv station and -- with such a timely & valuable publication -- word of mouth has taken effect. The attractive, blue & white, 9 x 11½", pocket folder might be the most helpful & caring project any organization could undertake at this time. (Free copies from Stewart A. Hoicowitz, The United Way, Community Services Bldg, 1 Stranahan Sq, Suite 114, Toledo, O. 43604.)

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LIVE BROADCAST OF HEART SURGERY RAISES QUESTION:  
IN CREATING NECESSARY AWARENESS ON A SUBJECT,  
DOES CONTROVERSY HELP OR MAKE THE EFFORT COUNTERPRODUCTIVE?

Public tv's broadcast of open heart surgery "was purely educational...to educate the public on heart disease," explains Dan Tangdelius, dpr, St. Joseph's Hospital & Medical Center (Phoenix). Whether watched or not, wide media coverage & public discussion assured that the 1½-hour program did make people aware of the subject. Operation was the highpoint of a month-long program promoting heart disease awareness. It was planned by Dr. Ted Diethrich and the Arizona Heart Institute along with the local public tv station. Program was carried nationally and in Britain by over 100 stations.

"From the response that we received, we think it went very well. There were innumerable phone calls after the program. And letters from all over the country and other parts of the world. All of which were commendatory," Tangdelius told prr. Stations report high audience ratings.

But one leading cardiovascular surgeon was concerned about how medical procedures are presented. "Public information is obviously very good," he told UPI, "but hucksterism is very bad. Whether this is information or hucksterism, I don't know." Howard Rosenberg of LATimes contrasted Diethrich's hope the show would make people "less likely to fear what they know & understand" with his personal reaction that "I hardly understood any of it." He linked it to tv's increasing "voyeurism." Most newspaper stories, and especially headlines, concentrated on the controversy (naturally) as much as the content.

Tangdelius does not plan to make any formal evaluation of the program. "We can tell by the response that it was very well received. We're sure it's going to have a beneficial effect on the public's perception of heart disease and that it has allayed some of the fears people have about open heart surgery."

"Some people can't take all that stuff," said a spokeswoman for WTTW in Chicago. "Some people are going to be squeamish. Why show it on television?"

"There's no way in hell they're going to lose me on live tv," quoth Bernard Schuler, the patient. Tangdelius reports he was selected because of his personality, willingness & ability to handle the resultant publicity -- as well as the strong support of his family for televising. He was out of the hospital in 7 days.

"Due to overwhelming viewer response," KTCA in St. Paul reran "The Operation" 4 days later. WGBH (Boston) said of 35 calls, 30 were favorable with 15 requesting a rerun. However, a few were upset that a show of 50s music was pre-empted.



As to doctors' criticism, Tangdelius feels it depends on their attitudes. "Some think it's important to educate the public about health matters and that this program's broad reach was a very good thing. Doctors who feel that way, I think, approved of the program." There was no apparent opposition from doctors on the St. Joseph staff.

Feedback Source Program was narrated by the surgeon as he worked, with comments from another doctor affiliated with the Institute and the originating station's science editor. But many stations arranged local call-in or follow-up informational opportunities. KNME (Albuquerque), for example, displayed a phone number on the screen for persons wishing to speak with medical personnel about open heart procedures.

USEFUL ITEMS FOR PRACTITIONERS

Admen say ear is more powerful than eye. "The mind works by ear, not by eye," write Jack Trout & Al Ries in Advertising Age. Their explanation: "Repeated tests have shown that the mind is able to identify a printed word, on the average, in 180 milliseconds. A spoken word, on the other hand, is understood by the mind in 140 milliseconds, 22% faster. Listening to a message is much more effective than reading it. Two things are different. First, the mind holds the spoken words in mental storage much longer, enabling you to follow the train of thought with greater clarity. And second, the tone of the human voice gives the words an emotional impact that no picture can achieve."

To increase "attendance" at its upcoming annual meeting, Emhart has set up a special broadcast channel phone service via AT&T (& New England Telephone). Phone line will enable any shareholder to phone in & listen to any part or all of the annual meeting on April 28 in Boston. Cost? First minute 50¢, every minute thereafter 35¢. It'll cost \$5.50 to tune into T. Mitchell Ford's state-of-the-company comments, or about \$32 for the full annual meeting proceedings. In January, Paine Webber was the first to use AT&T's "Dial It 900 Service." Since callers couldn't ask questions, letters were sent to stockholders asking them to submit questions. None did, but 200 called to listen.

And Now a Word from Our Sponsor is the title of a catalog book to be published by Ballantine in late '83. It will be a compilation of the best and most entertaining promotional goods available to consumers from manufacturers. Some will be obvious (there'll be a chapter on the best promotional t-shirts, for example) but the authors are also looking for the off-beat. Clothing, product models, anything that carries a logo or represents an organization, brand identity or symbol will be considered for inclusion. Products must be easily accessible -- hopefully by mail order -- and available thru calendar year 1984. Contact Frederick Brandt or John Preston, 100 Park Street, Portland, Maine 04101; or call: 207-773-1679.

Meeting planners, beware: calendars & daybooks mislead on Jewish holidays. Day-timer says Tuesday, March 29th is the 1st day of Passover. So do most other calendars. Actually, Passover and all other Jewish holidays begin at sundown the night before. To avoid being seen as insensitive, such dates must be checked carefully. Calendars would be more helpful if they marked the actual date, saying "Passover begins at sundown."

WHO'S WHO IN PUBLIC RELATIONS: Sol Sackel, svp-mktg & comms, Standex International, elected to the company's bd of dirs...Ron Rhody, prominent for battling unfair tv reporting at Kaiser Aluminum, to svp-corp comms, Bank of America, replacing the late John Bell.

PR MAY BE TAUGHT IN BIZ SCHOOLS IF FOUNDATION'S PROJECT SUCCEEDS; USE ACADEMICS TO PERSUADE ACADEMICS

the Foundation for Public Relations Research & Education awarded a \$2,500 grant to 2 UHouston professors -- Otis Baskin & Grover Starling. They submitted a proposed public relations/public affairs teaching module for graduate schools of business & public administration. "The Foundation's trustees are hopeful that the project will help improve management's acceptance & understanding of what pr/pa professionals do, and how these skills can be utilized efficiently & effectively," explains project director Kerryn King.

Baskin & Starling's proposed module consists of 5 parts: 1) selected readings, 2) framework for managerial decision making, 3) case studies, 4) pr/pa skills exercises, 5) problem-solving techniques. Recognized experts & distinguished practitioners in pr/pa and academics in the field of biz environment will meet for 2-3 day seminars to help identify & test cases and to give feedback. Inclusion of biz faculty "will not only provide important input to our module, but also help promote its acceptance," say proposal authors.

Baskin & Starling are now working out the details of their proposed module. Once approved by the Foundation's trustees, it will be submitted to corporations & others for additional funding to support its implementation.

HANDLING MERGERS WITHOUT LOSING PUBLICS IS PRESSING NEED IN FINANCIAL SERVICES INDUSTRY (AND ELSEWHERE). SOME GUIDELINES:

Brookings Institution predicts 25% of the nation's 4,368 S&Ls will merge by the end of '83. Merger and Acquisition magazine reports the industry is already more active in mergers than any other. Between February & April last year, 232 S&Ls merged or closed, for instance.

Ruth lists the following concerns when dealing with an acquisition or merger:

1. Internal comms are vital. They should be timely, regular, responsive to the needs of employees. But target them to different employee levels.

Business executives are devoting increasing time to public relations. But with few exceptions, business schools don't offer any public relations courses. To change this,

EXECES NEED PERSONAL PR SKILLS, TOO

Study by 2 behavioral scientists lists these as the reasons executives fail:

1. Insensitive to others: abrasive, intimidating, bullying style.
2. Cold, aloof, arrogant.
3. Betrayal of trust.
4. Overly ambitious: thinking of next job, playing politics.
5. Specific performance problems with the business.
6. Overmanaging: unable to delegate or build a team.
7. Unable to staff effectively.
8. Unable to think strategically.
9. Unable to adapt to boss with different style.
10. Overdependent on advocate or mentor.

-- Morgan McCall & Michael Lombardo, Center for Creative Leadership (Greensboro, N.C.) in Psychology Today.

"No industry faces more mergers than financial services in the next few years," says Carol Ruth, sr vp, Hill & Knowlton (NYC).