

goal-oriented -- "consistent with tendencies of Audi's prospects." Belief is that people select & participate in a sport "because it reflects their values and rewards them in the same ways that their cars do."

NATIONWIDE "WALK WITH YOUR DOC" HEALTH EVENT  
COMBINES FUNDRAISING WITH CONSCIOUSNESS RAISING

Fast on the heels of such successful national events as "Hands Across America" and "The Great

American Smokeout" is "Walk With Your Doc." Designed to bring doctors, patients, hospitals & communities together to promote better health thru walking, May 14th event will involve doctors from 150 hospitals. Paying a voluntary \$5 to participate in the 1-5 mile walkathon, walkers will raise funds for the American Diabetes Association -- chosen because of exercising's importance in diabetic care.

Participating hospitals pay a licensing fee ranging from \$2500 to \$10,000, giving them geographic exclusivity & promotional support including:

1. National Media Coverage of the event including a week-long series on NBC's "Today" Show hosted by Dr. Art Ulene & supported by local media physicians in regional markets; features in national magazines including American Health, Family Circle, Better Homes & Gardens, Prevention, Health, etc.
2. Event Management Support including a 1-day training seminar to prepare hospital personnel in the logistics of establishing local events; periodic newsletter with news & ideas from participating hospitals & updates on major national programs; posters, t-shirts, walking shoes & audio walking programs as event give-aways.
3. National Promotions by the 4 major sponsors (American Medical Association, Rockport Company, NutraSweet, Wyeth-Ayerst Laboratories) to include consumer & medical advertising, walking clinics, & promotional materials in doctors' offices, grocery stores, footwear outlets. (Info from Bart Thompson, Feeling Fine Programs, 3575 Cahuenga Blvd. West, Ste.440, LA, Calif. 90068; 213/850-WALK)

ITEMS OF INTEREST TO PRACTITIONERS

¶5 trends to watch for in '88: NY marketing consultant Faith Popcorn -- who was right about "the new Coke" being wrong -- says these days nostalgia, family & closeness are shaping what consumers buy. "People want to interact," she says. Her trend predictions include: 1) premium quality products in everything from shampoos to cars; 2) concern about health, aging, the environment; 3) convenience; 4) "cocooning" (staying at home in comfortable clothes & watching a movie); 5) simplifying technology. (More on her view from AT&T's Partners, P.O. Box 419548, Kansas City, Missouri 64141)

¶How do you feel about the word "proactive"? It was created as a precise contrast to "reactive," is often used in management lingo. But, writes John Wright (Alcoa): "First, there is no such word in my dictionaries. Second, on its face it is a redundancy. Adding 'pro' really doesn't seem to make 'active' any better, nor does the term have the spark of such real words as assertive or aggressive." Are others getting a negative response to this term? Is its use in decline? Is there a better alternative? Call or write prr with your opinion. We'll do an informal survey and share your responses in these pages.

"WITHOUT CORPORATE CREDIBILITY, WE LOSE OUR COMPETENCE  
TO IMPACT ALL OTHER ISSUES RELEVANT TO US": DOW CHEMICAL CEO

Frank Popoff defines corporate credibility as the ultimate bottom line: "In a nutshell, credibility suffers when the gap widens between what people hear us saying and what they perceive us to be doing. Over the years, I've come to appreciate that what really counts is the latter; namely, perception is reality." He offers 4 keys to achieving credibility:

1. "Credibility starts with rightness of purpose. Every organization has operating principles. At Dow, we call them 'Core Values.' They must match expectations of employees, customers, shareholders & neighbors. We are under similar scrutiny from other groups that are likely to have quite different expectations of Dow. These include members of advocacy groups, legislators & regulators, and the news media."

2. "Our credibility increases as we recognize the legitimacy of the other side's argument. We shouldn't accept quasi-science, but we don't need to attack others to discredit their research or agenda. The public often roots for the underdogs, and a huge corporation isn't likely to win minds & hearts by whipping an environmental group made up of concerned citizens."

3. "Be more effective at explaining ourselves and our mission. We must do a better job of explaining science; otherwise, we can't hope to reduce public anxiety about 'toxic, cancer-causing' chemicals. Like it or not, there are people who are afraid of chemistry and its products. We can blame the news media or scare tactics by our adversaries, but that doesn't excuse our own communication breakdowns.

"Opinion polls say that scientists have higher credibility than lawyers, pr people or company presidents. So, the not-so-simple task is to combine quality science with sincerity, confidence, articulateness & a willingness to meet our critics halfway" -- e.g., Dow's "Visible Scientists Program," where scientists communicate thru media talk shows, citizen groups, briefing newspaper editorial boards.

4. "Public policies must meet the test of fairness. Companies enjoying the greatest levels of public trust are those that appeal to the human &/or economic

"If we really want to improve public perceptions, we must become more open. Are we opening our plants & operations for public & media scrutiny -- within the bounds of common sense & safety? Do we ask neighbors what they think about our plans to expand a plant, build an incinerator or transport hazardous materials through their town? We need to know what our neighbors think and we should find better ways to collect their feedback.

"Ignoring neighbors invites added scrutiny -- probably the type we won't enjoy. Then we don't have a 'pr problem.' We have a management problem. If our reputation suffers at a location, my first line of inquiry wouldn't be to the pr manager."



needs of the other side's self-interest, too. Our goals aren't usually so different from those of others, including our adversaries. We need to identify those common values and draw attention to them."

Values Statements Aren't Enough Arizona Public Service links its values to company behavior. Its 4-pg brochure, "The APS Commitment," explains: "The employees of Arizona Public Service Company accept responsibility to provide high-quality service, and are committed to develop and manage the human, physical & financial resources essential to operate in a safe and reliable manner and at the lowest cost to our customers. We will do this in ways that recognize both our financial responsibility to our shareholders and our social responsibility to the communities we serve."

Brochure then separates corporate philosophy into 14 areas -- where publics can observe success or failure in meeting the goals: 1) customer service & product quality; 2) safety; 3) managerial leadership; 4) employee professionalism & incentives; 5) financial responsibility; 6) social responsibility; 7) positive relationships; 8) productivity; 9) physical & financial resources; 10) environment; 11) equal opportunity; 12) marketing/competition; 13) innovation & research; 14) nuclear energy.

COMPETITION FOR BREAKING NEWS  
JEOPARDIZES USE OF PRESS EMBARGO

Recent confirmation of aspirin's role in preventing heart disease has initiated a controversy over the time-honored tradition of the press embargo. The spat -- between New England Journal of Medicine and Reuters -- began when the wire service prematurely published the Journal's announcement, raising the question of who should control stories of science & medicine.

Embargo serves 2 purposes, says NEJM: 1) gives physician subscribers a chance to get their copy in the mail at the same time the news is released, so that if patients call with questions, the doctor has information at hand; 2) gives reporters a chance to preview the news, check facts, conduct interviews to expand the story for their audiences.

As reported on PBN's "All Things Considered", Reuters claimed it did not break the embargo but that its reporter acted independently with his own sources. The individuals & analysts already knew about the report, NEJM editor claims Reuters "violated the spirit of the embargo", has suspended them for 6 months from its early release list. Reuters told the Boston Globe it will henceforth ignore such embargoes. And once anyone breaks an embargo, every medium quickly runs the story.

Your editor can offer heartfelt comment on this debate. In '80 I suddenly began experiencing ringing in one ear. Traveling in Detroit, I went to a local hospital & was told to see my doctor when I got home since time was needed to trace the symptoms. Back in Boston, I went to the venerable Mass. Eye & Ear Infirmary -- where a leading specialist said I had contracted a virus, which had to be treated in 24-hours or it was irreversible, and that ironically his research detailing this was due out in a journal "any month now." Result: I have tinnitus, a damn nuisance if ever there was one. Had his news been communicated for public benefit, rather than the journal's, my Detroit visit might have resulted in administering known medicines that kill the virus. Moral: get only those diseases that have already been studied thoroughly.

-- Pat Jackson, the one with the ring in his ear

Bigger issue is not how far reporters are willing to go to break a story or even free press/free speech. Rather that significant, people-helping research is held for months awaiting publication. Researchers, their sponsors, patent holders, manufacturers & scientific journals conspire to protect this system because each benefits. Impact can reach all the way to Wall Street. But what about the public good?

BUILDING CUSTOMER LOYALTY  
NO MORE DIFFICULT TODAY  
THAN IN "GOOD OLD DAYS"

What worked then still works today, believes Alfred Eisenpreis, sr vp, Newspaper Advertising Bureau (NYC). "Focus on your core customers, those with whom you wish to communicate because they are the types of shoppers to whom you merchandise, whose needs you understand, whose interests you seek to serve, whose store you want to be." He suggests these 8 keys:

1. Provide info needed to make satisfactory purchasing decisions. Today's customers are faced with bewildering new products built with new materials & technologies. Don't add to their confusion.
2. Save the customer's time. Make it easy to find things, pay for them & get them home.
3. Treat them fairly.
4. Focus on your core customers. Let them know that you know them.
5. Offer a variety of merchandise & good value. They'll know they can come back for more.
6. Identify your store with your community. Be a player in your marketplace.
7. Build on your customers' good memories. Thousands of people in your market may have good memories that go back a long way.
8. Promise good service and deliver it.

SPORTS SPONSORSHIP HELPS AUDI  
REACH NICHE MARKET

Using demographics & psychographics, Audi (Troy, Mich.) is using sports to reach a select group -- 50,000-60,000 of the yearly 11 million new car buyers. Primary goal is to associate with activities which express adventuresome & individualistic lifestyle values. "Our objective is to impact the participants in these sports in an emotional sense," explains Tony Kirton, mktg dir.

Audi positions itself as an "innovative & adventuresome car company whose products deliver a safe, exciting driving experience regardless of road & weather conditions." Sports marketing will reinforce & expand this market position in 2 ways: 1) by bringing together the interplay of technology & nature; 2) by making Audi emotionally & financially important to both participants & spectators. "The sports we've selected give us the opportunity to become involved not only as sponsors, but as champions for the sport, helping each sport grow & develop."

With these issues in mind, sports chosen are sailing, rowing & dressage along with an expanded sponsorship role in skiing. These are process-oriented rather than