

Volvo sifted thru 200+ sonograms to find one which had a fetus holding up a hand, as tho waving. "We thought it was distinctive and reflected our customers' sentiment. We did not assign any value to it from the pro choice/life angle."

Stir has dwindled, but Austin says campaign will not have been worth it if people are upset. "Some argue that if controversial advertising is done cleverly, you can generate additional publicity. But that type of exposure is not valuable to Volvo, especially if it alienates consumers."

Volvo is finding out the fetus is a charged image. "In our society, it signals 1) the beginning of a family, 2) the abortion issue," Austin told pr. "When the ad first aired, we received a lot of calls, some negative, some ecstatic. People from both sides thought we were taking the opposite side. It's incredible how showing a sonogram makes people think you're taking a stand on the issue."

¶ **Related Item: Sweden To Feature Skull Warnings On Cigarette Boxes.**

As US tobacco industry fields threats from legislators who advocate "tombstoning" -- banning use of color or design on cigarette packaging or ads -- their Swedish counterparts must grapple with "doomsdaying." Officials plan to stamp cartons with skulls and stories of dead smokers next year. Considering the adverse reaction to gut-wrenching tactics, how will the strategy fare? Will people be deterred when they light up, or just angry at what they perceive to be coercion?

**SOME ORGANIZATIONS BUCK TREND,  
PULL BIG ATTENDANCE AT CONFERENCES  
(SEE PRR 2/18)**

PRSA's Counselor's Academy expects at least 300 (from a membership of 1200) for its April conference in Tampa.

"It is phenomenal," organizer Sandra Harbrecht of Paul Werth Assocs (Columbus) told pr. She credits "an excellent program that addresses people's concerns." Theme is "New Realities: Managing During Changing Times."

Another factor: pr is doing okay, when a lot of other sectors are faltering. "It might be indicative of this. People are realizing that public relations is a good value for the dollar."

**SELF-REGULATION THRU CERTIFICATION  
IN THE WORKS FOR ENVIRO LABELING**

And there's an ethical component. Chilton Publishing (Radnor, Pa) conducted a poll of several in-

dustrial organizations to find out what environmentally sound labeling really means. "Recycled" may mean only a small amount of recycled material; "natural" means little because sometimes natural substances, like radon, are dangerous; "biodegradable" is insignificant if the product cannot be disposed under conditions that permit decomposition.

But, 3 organizations are developing respective sets of criteria: Green Cross Certification (Oakland, Calif); Green Seal (DC); & Good Housekeeping Institute (NYC). (More from Terry Gallagher, editor, Hardware Age, 215-964-4270)

Vol.34 No.8  
March 4, 1991

**RELATIONS-BUILDING SKILLS MOVE TO FOREFRONT IN MAJOR NPOs  
AS 3 NEW TOP EXECUTIVES ARE CHOSEN FROM PR, HR, FR;  
THEY CITE RELATIONSHIPS AS THE HUB OF THE WHEEL**

Leading nonprofits are embracing progressive public relations skills, such as relationship management & long range public strategies, at the top. Recent appointments of 3 relationship experts to top posts -- one a well-known pr pro, another the head of a major human resources firm, the third a fundraiser -- evidences the pattern and underscores an emerging phenomenon: pr as policy influencer and issues leader (pr 1/7).

**CARE ENLISTS  
A PRACTITIONER  
AS EXEC VP & COO**

A founder of Porter Novelli, Bill Novelli had long thought of moving into social causes. "I was waiting for my firm, and my kids, to grow up," he told pr. "But I wanted to obtain a nonprofit position while I was still vigorous enough to make a contribution." In January, Novelli joined CARE as exec vp, chief operating officer & pres of CARE Foundation.

"My background helped enormously because CARE is very public relations oriented. It looks to visibility, awareness, constituency building, fundraising & research as integral parts of its operation." He finds a pr background helps any nonprofit leader because it stresses:

1. **Issues Management.** "PR people are accustomed to dealing with issues. They take in everything and have a broad perspective. This is necessary in leading a nonprofit."
2. **Trend Watching.** "There is a real affinity here between nonprofits and public relations. PR people know how to scope trends and keep a finger on the pulse of public opinion." Novelli points to enviromania as just one area where public opinion is concentrated. "It's fertile soil for nonprofits."
3. **Research & Marketing.** These disciplines are still in their ascendance, are as important to nonprofits as they are in the for-profit sector. "Often marketing is thought of as having a short term focus, but increasingly, it does not -- it is changing."

Novelli: "PR is moving to the forefront of the nonprofit world. Most people are understanding the discipline's broader role. **Anyone who still thinks pr is just publicity, media relations & advertising is out to lunch.**"



**ARTHRITIS FOUNDATION APPOINTS FUNDRAISER** Tho "a career person in the nonprofit realm, starting in '65," Arthritis Fndn's new pres & CEO, Don Riggen, told prr he has spent those years as a certified fundraising pro (CFRE) building relationships in an effort to motivate research & enhance the quality of life for victims. He finds all nonprofits have at least these publics to juggle:

1. **Volunteers.** "Relationships here are so important. I look back at all the volunteers I have been involved with -- they have provided a real stimulus for me." Riggen says in working with this public it's important to know how to effectively mix people. "I have always tried to work with people who have strong points where I have weaknesses." The combination, he says, sparks the volunteer spirit.
2. **Donors.** "The question the non-profits must ask themselves is, 'Have we shown the donors what we are doing?' If they understand how their money is spent, they will be more likely to give."
3. **Clients.** Again, awareness coupled with reaching out. "The more they realize we're there to help them, the more they will call on our help."
4. **Volunteer Board Members.** They must be made to realize that the organization is a viable one.

Vision has become part of the process as nonprofits adopt another pr skill: longterm strategizing. "We just finished our strategic planning for the 90s," says Tipping. "Such long range planning has not before been done by ACS." And Riggins says nonprofits must infuse a 10-20 year agenda into their plan and work backward from that.

"Public relationship skills are emerging as a critical element. If you don't build those relationships and are not responsive and sensitive to groups, you are doomed."

**AMERICAN CANCER SOCIETY'S EX-HUMAN RESOURCES CEO** Formerly CEO with international recruiters Hedrick & Struggles (Chi), Bill Tipping was recently named CEO of the American Cancer Society, after being involved as a volunteer since '72. His background in working effectively with people has strengthened his nonprofit role. "For years, I talked to CEOs, to high level managers all over the country. I learned their needs and developed an understanding of them."

"HR, pr, fundraising, all of it has to do with building relationships & building awareness. No longer can you put your message on the screen or up on a billboard. You have to let people know: a) why you're in business; b) that you have what it takes; c) that you can and will deliver."

¶Formal relationship skills leading to CEO jobs at important social agencies underscore pr's adaptability as a societal tool -- a characteristic typified by long-time pr leader Chet Burger's work with American Arbitration Ass'n. As an arbitrator, Burger listens to parties involved in conflict & renders a decision. He says his career as a practitioner was tutorial.

**NEW PRSA RESEARCH SCOPES GENDER-BASED DISCRIMINATION WITHIN THE PROFESSION**

The survey is not quite ready for publication, but the preliminary results are in. Project is joint effort of Task Force on the Status of Women & national research committee.

1. **Salary discrepancy** for women vs. men tends to begin around 6th year of employment (\$40,000 vs. \$35,000). Gap is found thru every region of the US. It seems to be narrowing, however, and last year women received higher average raises (7% vs. 6%) than men;
2. Women are **less optimistic** than men; and perceive more inequity & discrimination in their organization;
3. Significantly **more men are accredited** (41% vs 19%).
4. **Accreditation is a factor in both salary & job satisfaction.** APRs earn nearly \$20,000 more than non-APRs (\$65,147 vs. \$46,750.) APRs are also more satisfied & optimistic. Accredited women vs. non-accredited women have average salaries of \$53,000 vs. \$38,000. They do not value child care as highly as non-APRs, but tend to be older & less likely to use such services.
5. **More women than men value flexibility** in their work schedule (locations, child care, leave policy, flextime).

Study is based on results from questionnaire mailed to a random sample of 2,785 members with a return of 1,027 (37%). Series of focus groups was held to provide qualitative data. Full report will be published soon. Research team includes 2 men & 3 women.

**REACHING TOO FAR TO PRESENT YOUR MESSAGE MAY BACKFIRE: VOLVO OFFERS AN EXAMPLE**

It may be wise to think again before using an appeal imbued with shock value or one that incites gut reactions. Advertisers offer a medley of examples: Retailer Benetton tried to convey a message of racial unity via ad campaign: a) featuring 2 hands, black & white, chained together; b) another of a black woman nursing a white baby. Both are now out of circulation. Mitsubishi stepped on toes with ad quoting the Bible (pr 2/26/90.) Now, Volvo is using volatile imagery in its "Sonogram" campaign -- print & tv ads feature a fetus, copy reads "Is something inside telling you to buy a Volvo?"

**NOW'S OFFENDED**

"I think it's stupid & inappropriate," NOW pres Molly Yard told prr. "If they wanted to get out the message of safety & family, they could have showed parents with a baby and a young child." Yard says she's offended and thinks other pro-choicers will be, too. "I thought the rule in advertising was to not offend anyone. A lot of people will take a look at Volvo and say, 'To heck with them.'"

**VOLVO TESTED STRATEGY**

"We came up with the concept by interviewing our customers," mpr Bob Austin told prr. "They told us that they didn't really consider buying a Volvo until they were expecting a child. We wanted to find a creative way to convey this."