

**Bs MORE LIKELY TO DESIGN CULTURE CHANGE; As' ROLE IS SUPPORT****Table 5: Involvement In Culture Change Programs**

	% As	% Bs
Org'n/major client not involved	32%	31%
Yes, involved	66	67
If yes, my role was...		
support only	36	31
<b>design, implementation, training</b>	<b>16</b>	<b>26</b>
both support & design	3	2
none	11	11
no response	34	30
Has <b>your dep't</b> instituted a prgm?		
yes	30	31
no	60	61

**Bs USE MORE SOPHISTICATED RESEARCH METHODOLOGIES**

Among widely used techniques, only in evaluating media coverage & the dubious tactic of assigning ad-cost numbers, are the groups equivalent:

**Table 6: Research Methodologies**

	% As Use	% Bs Use
Open-ended Qs, verbatim responses	55%	<b>79%</b>
Mendelsohn Effect	1	4
Pretesting	36	<b>57</b>
Survey feedback	54	<b>76</b>
Gyroscope (self correcting)	4	4
Rolling research	7	<b>12</b>
800 numbers	28	<b>35</b>
"Agree" & "disagree" asked	42	<b>59</b>
Environmental scans	20	<b>37</b>
Force-field analysis	8	<b>15</b>
Delphi studies	8	<b>22</b>
Focus groups	65	<b>85</b>
Opinion surveys	64	<b>85</b>
Academic research	43	<b>50</b>
Market research	56	<b>74</b>
Evaluating media coverage, assigning ad-cost numbers	50	50
Cluster Analysis	9	<b>21</b>
Rough Sets	1	3

Some other research methods listed by *behavioral* practitioners include: factor analysis, ANOVA, climate surveys, sales figures, in-depth interviews, TQM techniques, parito, fishbone, etc. *Awareness* practitioners list: content analysis, sigma tracking of PSAs.

**Part II: 29th Annual Survey of the Profession  
WHAT "BEHAVIORAL" PRACTITIONERS DO, "AWARENESS" ONES DON'T**

Of the 725 respondents -- all senior level practitioners -- 54% overall say "obtaining specific measurable behaviors" is their focus of their practice. But only 70% of these are able to carry out their *behavioral* perspective. On the other hand, 34% say their focus is on "building general awareness & interest only"; 96% are able to employ this focus in their work. In the following pages, we'll look at how these differing approaches to public relations compare in the strategies & tactics used by their proponents.

**FEW OF EITHER HAVE FORMAL ISSUE ANTICIPATION SYSTEMS**

While a majority (72%) of all respondents monitor current issues systematically, only 26% have a formal issue *anticipation* system. Of the respondents who say they can practice their *behavioral perspective* of public relations, 33% have a formal system vs. 27% of the *awareness* group.

To sniff out issues, everyone follows the media, talks with customers & with managerial colleagues. *Behavioral* practitioners (henceforth termed Bs) are far more likely to use formal **methods** -- whether or not they've put them together in a formal **system**.

Methods for which there is a significant statistical difference (5% or more) appear in bold in Table 1.

**Table 1: Sources Used to Monitor Issues**

In Order of Preference	% of Total	% Behav Practrs	% Aware Practrs
newspapers/mags	94%	96%	93%
prof'l pub'ns	84	85	83
customer feedback	68	70	66
mbrships/netwking	67	70	67
company execs	61	65	62
<b>personal radar</b>	<b>61</b>	<b>66</b>	<b>59</b>
<b>gov't reports</b>	<b>57</b>	<b>62</b>	<b>57</b>
electronic media	56	58	56
<b>comty/activist groups</b>	<b>51</b>	<b>56</b>	<b>51</b>
<b>original research &amp; analysis</b>	<b>51</b>	<b>64</b>	<b>44</b>
<b>books</b>	<b>33</b>	<b>39</b>	<b>28</b>
<b>outside counsel</b>	<b>27</b>	<b>31</b>	<b>25</b>
<b>pr firm - other -</b>	<b>15</b>	<b>19</b>	<b>12</b>
other -	5	5	5
<b>formal environmental scans/issues monitoring</b>	<b>24</b>	<b>31</b>	<b>20</b>
<b>gen'l pub opinion surveys</b>	<b>22</b>	<b>28</b>	<b>17</b>
<b>commercial databases</b>	<b>12</b>	<b>14</b>	<b>9</b>



Heading the list of techniques used more by Bs than awareness practitioners (henceforth As) is "original research & analysis." Next is "environmental scans" -- felt by many to be an essential tool (but used by only 24% overall). These findings track with Table 6, which shows Bs use more sophisticated research methodologies generally.

An insight may be provided by the fact Bs rely slightly more heavily on "personal radar" -- altho the high ranking of this method illustrates that art (or at least non-science) still holds a place in pr practice.

Some other methods of monitoring issues, noted by behavioral practitioners:

customer surveys	grapevine monitoring
benchmarking of "peer" companies	census data
key leader survey research	

**CRISIS PLANNING**

With all the recent emphasis on crisis planning, it's not surprising that 64% have a formal crisis plan at the ready. Bs are more likely to have such a plan:

	% of Total	% Bs	% As
Do not have formal crisis plan	33%	29%	36%
Have formal crisis plan	64	68	61
If so...			
Plan has weathered a crisis	43	49	43
If so...			
Plan worked as anticipated	40	46	41
Plan didn't work	5	4	6
(The remaining 55% aren't saying)			

**What's interesting are the noted problem areas:**

- "Security personnel were unfamiliar with my face & position. I was shut out of key info needed for press contact."
- "It took a little longer to notify corporate HQ than we would have preferred."
- "It's difficult to maintain decision power & authority if there is opposition from other execs in the organization."
- "Coordinating our [school] crisis plan with the crisis plan of an area hospital."
- "Hard to keep it highly visible"; "needs to be tested every 6 mos"; "if you don't practice, your plan may be a paper tiger."
- "We still get blindsided because we aren't always in the loop. It's still difficult to get mgmt to be initiators rather than responders."
- "Keeping ego-inflated execs on track; keeping them from muddying the

issues with too much info or info not requested."

- "Funneling info thru one office still has some glitches institutionally when everything 'hits the fan.'"
- "Plan had not anticipated consumer anger."
- "Crisis hit at 5:30pm. Everyone was enroute home. It took a while to get some key people back (some commute 45+ minutes)."

**There are still those, however, who debunk the value of crisis planning.** "There's no way to plan for everything," they say. Another respondent writes: "We have been thru a serious national crisis at our org'n. One thing we have learned -- a formal crisis plan is useless."

**1-ON-1 PERSONALIZED RELATIONSHIP PROGRAMS USED MORE BY Bs**

Behavioral practitioners are more involved in using, or considering, the 4 prominent or cutting-edge relationship-building programs aimed at opinion leaders. For employee face-to-face activities & customer satisfaction programs, the groups are about equal:

	% Using		% Considering		Both	
	As	Bs	As	Bs	%As	%Bs
Face-to-face employee programs	53%	52%	9%	12%	62%	64%
<b>Coalitions (beyond typical trade grps)</b>	<b>35</b>	<b>46</b>	<b>9</b>	<b>10</b>	<b>44</b>	<b>56</b>
<b>Constituency rels/ambassador prgms</b>	<b>39</b>	<b>46</b>	<b>9</b>	<b>9</b>	<b>48</b>	<b>55</b>
<b>Opinion leader tracking</b>	<b>28</b>	<b>36</b>	<b>12</b>	<b>20</b>	<b>40</b>	<b>56</b>
Customer satisfaction matrixes	31	34	15	13	46	47
<b>Databased loyalty marketing prgms</b>	<b>10</b>	<b>18</b>	<b>10</b>	<b>11</b>	<b>20</b>	<b>29</b>

Other 1-on-1 programs behavioral practitioners are using include:

- phone-ins to CEO
- regular congressional delegation briefings
- provide info to key community leaders prior to media releases
- focus group projects (in school districts) -- called organized listening
- marketing reps assigned to major customers
- focus groups & informal "lunches with CEO" for physicians (hospital)
- internal & external customer focus groups for strategic planning

**WHAT ROLE DO YOU PLAY IN TRAINING? Bs ARE MORE ACTIVE**

	% As	% Bs
None, & I don't want to	14%	8%
None, but I'd like to	27	16
<b>I play a role</b>	<b>55</b>	<b>71</b>