

8. Circular advertising mentions program & special community events to support Habitat for Humanity.
9. Secured additional project sponsors from among Target's vendors. (Hanes & Visa have donated money & employees' time.)

ITEMS OF IMPORTANCE TO PRACTITIONERS

¶ **ARE BRAND MANAGERS THE MAJOR BLOCK TO "OUTSIDE THE BOX" TEAMING**, just as they're often the barrier to pr adding its full value to organizational success? Quality programs, flattened structure, the learning organization: these enlightened, cooperative, risk-taking approaches are the antithesis of the brand manager's combined marketing/MBA style -- which is the hierarchical, "I'm-in-charge" mode. On one key to "new ways of doing business," namely accountability, brand managers can hardly be faulted. They explain their hard-headed attitudes, in fact, as arising from the 100% responsibility they accept with their jobs. If their brand loses market share, they're gone. On balance, brand managers of the current type may be the dinosaurs of the modern corporation. Their total faith in the power of advertising could be their undoing.

¶ **RUMINATIONS FROM JOHN BUDD:** "Did you notice that IBM is contemplating abandoning its castle-on-the-hill and moving its corporate headquarters to a less Shangri-La-like environment? If they do it will perhaps mark the beginning of the end of a trend that I think was harmful to pr. I remember visiting IBM in Armonk. The atmosphere was quiet; everyone talked in hushed tones. More like a reading room in a library than the world center of a dynamic global enterprise. In this kind of tidy, methodical, almost a militarily disciplined milieu, is there any likelihood that public relations will be entrepreneurial, creative, innovative or proactive? It is an environment that suffocates. Is it possible that the growing bureaucratic trend in corporate pr (and have you tried to get one of our peers on the phone?) has something to do with the walling off of pr departments in these corporate monasteries? Our friends will say they get out a lot -- maybe so but what about the staffs?"

¶ **ELECTRONIC FORUM FOR PR DISCUSSION** now available on-line with PRFORUM. Established by the IU School of Journalism at Indiana Univ-Purdue U Indianapolis. Any topic related to pr is open for discussion, including research issues, campaign ideas, job notices. Service has received inquiries from as far away as Australia since it began in January. "When we investigated the possibility, I was a little surprised there was not already something like this out there. We expect to offer rich educational & research possibilities, unbound by geography or time. I expect we also may have heated discussions about cutting-edge issues," says Jeff Springston who teaches pr and is managing PRFORUM along with Bill Lutholtz, adjunct J-prof. Anyone with a Bitnet or Internet account, or who has access to electronic mail thru on-line services such as CompuServe or On-Line America can join. (For more info call 317/274-6710; electronic mail users can contact Springston at JSRING@GUTENBERG.IUPUI.EDU or Lutholtz at LUTHOLTZ@GUTENBERG.IUPUI.EDU)

SCIENTIFIC ISSUES ANTICIPATION SYSTEM REPORTS FINDINGS

To anticipate what may affect food & agriculture [remember Alar?], California Institute of Food & Agricultural Research at U Calif-Davis & Nuffer, Smith, Tucker have identified 17 priority issues. Double barreled self-checking process -- which could be mounted for any subject -- involves:

1. **Computer searches of 19 on-line databases** across 30 issue categories.
2. Implications drawn by a **panel of scientists, retailers, food service & public opinion experts**. (See prr 8/17/92 for more info on this issue tracking system.)

Showing how interrelated issues are today, **challenge to traditional healthcare gatekeepers** is one of the identified food issues. Alternative healthcare is moving rapidly from the fringe to mainstream medicine. People are seeking more choices in managing personal health. Consider these factors:

- With the constant release of new evidence linking diet to health, consumers are likely to begin viewing their food choices as a form of do-it-yourself health insurance.
- Sharp HealthCare, one of two major health networks in San Diego, recently opened the Institute for Mind/Body Medicine with Deepak Chopra, MD as exec dir. The Institute will clinically test mind/body principles & offer patient services to complement traditional medicine.
- A White House Conference on mind/body medicine is in the works. Hillary Clinton has been known to consult Dr. Chopra & Dr. Dean Ornish, both alternative medicine leaders.
- The National Institutes of Health has established an office of alternative medicine under the director's office & is funding research in this area.
- Consumer's Union recently published a book on mind/body medicine which included contributions from mainstream scientists.
- The New Health Network has been formed by a Colorado Natural product manufacturer to make preventive treatments & natural products part of US healthcare reform.

Among the implications for public relations: "New candidates for opinion leader targets & third-party spokespersons," notes Bill Trumpfheller. (More from him at 619/296-0605)



BEFORE YOU INVEST IN THAT HI-TECH PROJECT...

To find out **how people learned the things they remember**, 3 researchers from Rutgers Grad School of Mgmt asked respondents to identify the main things they remembered from a course, then to tell what method it was that had taught them these things. In the midst of our technological revolution come these results:

Students learn best from lectures, textbooks, homework & their profs. Group projects came in 10th, computer exercises 15th, audio-visual aids 19th. Caliber of student didn't affect the outcomes. Results were the same whether responding alumni had A+ or C-averages.

To head off objections that the results were skewed toward tradition because GSM's education is traditional, researchers based their calculations on exploratory factor analysis. This allowed them to statistically group the factors aiding retention. Four main groups of factors stood out: 1) traditional methods, 2) peer interaction, 3) employment-related variables, 4) "rejuvenation" (attention-reviving things like anecdotes). (More from Carter Daniel, comms dir at GSM, 201/648-5366)

GE's VAUNTED WORK-OUT PROGRAM CAN FOCUS PR EFFORTS

While organizations reengineer, how do you create "patient labor" -- employees who are tuned in & hanging on? GE's Work-Out program offers guidelines. Its original purpose was "to get rid of the junk in the attic," (unnecessary activities & bureaucracy) explains program's creator Steven Kerr, consultant & visiting prof, Grad Schl of Business Adm, U Mich. In Allstate's qtrly journal, "Leaders," he offers this overview:

- **Use your own staff.** "Give people time, make it safe (to take risks), & it's astonishing what your people can do to make change happen."
- **Go for the low hanging fruit** -- the small victories, the local heroes. For example, a gate pass system at one GE company continually jammed up employees leaving at the end of the day. People hated it. "Management said yes to changing the system on a Tuesday, fixed it on Wednesday, & on Thursday, when there wasn't any jam up at the gate, people asked what had happened & were told, 'The Work-Out team got rid of the gate pass.' Management can talk about change until it's blue in the face, but you'll never have the credibility that you get by doing something."
- **Make way for the champions** -- they've been empowered to make specific recommendations for change to happen. A champion could be the lowest level employee in the dep't or newest hire. To make sure the champion succeeds, "roadblock busters" -- high level people -- are available. "So what you have at GE is thousands of change agents prowling the company, each one responsible for a particular piece of work."
- **Create a line of sight** -- understanding how each person contributes to making the mission or vision happen. "Nobody intends to be confusing,

nobody intends to be ambiguous, everybody thinks they've communicated perfectly, but unless you **get people to focus on the behavioral outcomes of what you're planning**, you'll never learn if you really have shared agreement or not."

- **Evaluate your measurement.** Measurement can be the single biggest barrier to change, or the biggest facilitator. If a company claims it is changing but still measures the same old stuff, people will still do the same old stuff. "If you don't measure it, how can you mentor it? How can you get feedback? How can you reward it? How can you punish it not happening? How can you communicate? How can you build best practices if you're not tracking stuff you care about?"

CAUSE-RELATED PROGRAM NEEDS LINKAGES TO HAVE IMPACT

Theme for one of Target's community relations programs (developed during the '93 holiday season) is "Building a Wonderful Life" -- tying in the popular holiday movie "It's a Wonderful Life." "We researched how we could make a financial contribution to the community, using this holiday theme as the cornerstone," Ann Aronson, comty rels mktg mgr, told prr. Target chose to make a long-term financial commitment to *Habitat for Humanity* -- in a way that links to & communicates the company's expansion.

STRATEGIES

1. Emphasize how Target's partnership with Habitat for Humanity will help to create a "wonderful" life.
2. Engage in projects both locally & nationally, gaining visibility in both arenas.
3. Encourage employees to volunteer their time & expertise -- much more visible & credible than money.
4. Participate internally -- by giving employee volunteers *personal* thanks & special gifts after participating.

"Response has been extremely positive. We've received many letters from customers, Habitat for Humanity affiliates, & recipients of homes. Employee feedback has been positive as well, some of them saying, 'It's about time!'" Lynn Hargreaves, Target's comty rels project coordinator, told prr.

WHAT THEY DID: TACTICS

5. Announced its partnership with Habitat at a media event in Lynnwood, Calif, to commemorate the building of partnership's 2nd home.
6. Announced that with **every new Target store built**, it would donate the money & materials for partnership to build a new home in that area. Up to 50 homes are planned for 1994.
7. Target volunteers along with volunteers from the community contribute their time to the Habitat projects.