

**AD CAMPAIGN PUTS ITS MONEY IN PR.** Carillon Importers, distributors of Stolichnaya Vodka, has earmarked 16 charities to receive the equivalent of the cost of a full-page ad in the NYTimes. Donations will take place on a bi-weekly basis in lieu of advertising Carillon would otherwise place for Stolichnaya. Campaign launched last Wednesday with a full-page ad. This week the ad will not run. Instead Citymeals-on-Wheels will receive a donation equivalent to the cost of the ad. Half a million dollars will be donated thruout the course of the program. Campaign tag line: "When you can help, you should." Carillon is reaching out to a "whole new group of consumers" for Stolichnaya Vodka. "Besides, our goal has always been to do well by doing good," says Michel Roux, pres of Carillon.

**CAN A POSITIVE COMMUNITY IMAGE INCREASE EMPLOYEES' MORALE & LOYALTY -- EVEN PRODUCTIVITY?** Center for Corporate Community Relations at Boston College is seeking a definitive answer to this question. A grant from the Alfred P. Sloan Fdn of NY will fund a 6-month study on "Employee Assessment of Corporate Image & Organizational Commitment." Center study is a pilot project to assess the relationship between an employee's perception of his orgn's image in the community & its effect on traditional work performance & employee commitment to the org'n. Employee performance ratings, absenteeism & productivity will all be examined. Two Boston corporations will be asked to participate. Results will be available toward the end of '94. (More info from Susan Thomas at The Center, 617/552-8668)

**STAFF JOINTLY DEVELOPS "OUR OWN TAILORED STANDARDS OF EXCELLENCE,"** Jim Strenski of Public Communications Inc (Tampa) told prr. Staff met several times to decide on the basic standards. An acct supvr took the material & drafted the document. "The participation by the employees certainly contributed significantly to the development of the standards as well as their acceptance. We certainly endorse the concept." 36 standards are divided into 4 areas: 1) Service (e.g., Organize & prioritize, but always be ready to accommodate change); 2) Teamwork (e.g., Cooperation -- not competition -- will produce results); 3) Leadership (e.g., Counsel & lead, but never push or insist); 4) Communication (e.g., Avoid formal written communication when informal discussion will do).

**STUDY TO ESTABLISH RESEARCH PRIORITIES IN PR** will be undertaken in UK. 90 in-house practitioners, consultants & educators will participate in this Delphi-type study. Will seek to develop a definitive list of applied & theoretical research topics which can then be addressed. Results -- expected mid-year -- will allow for international comparisons. A similar US study placed evaluation at the head of the list. Academic led study is under the joint supervision of Jon White (City Univ Business School, London) & Tim Traverse-Healy (Univ of Stirling, Scotland). Researcher John Blamphin, who reported on a similar project in the US, will assist in the UK project. (For more info: Jon White (44) 0234-273979, fax (44) 0234-270414; Tim Traverse-Healy (44) 0786-467401, fax (44) 0786-467411)

**PRSA'S RESEARCH COMMITTEE WILL ISSUE REQUESTS FOR PROPOSALS** in July for a study on measuring pr effectiveness in a specific practice area. Interested academics, researchers & firms should contact Joe Cussick at PRSA, 33 Irving Place, NYC 10003-2376; 212/460-1440. Include a summer address.

## HOW TOP PROS SEE THEIR FUNCTION WITHIN THEIR ORGANIZATIONS

105 major public companies' top managers of pr, pa & communications were polled in March; 66 responded. **Only 22% strongly agree that pr firms understand changing client needs & are adapting their resources, operations & capabilities accordingly,** notes Mitch Kozikowski, who conducted the survey. Other findings (% indicates strong agreement):

- PR strategy should not be media driven (79%)
- Mass marketing & mass communications are obsolete concepts (34%, but despite the evidence 45% strongly disagree)
- We must routinely measure impact & effectiveness of pr (97%)
- Database info & audience research must play an increasingly important role in pr (91%)
- Behavior change should be the principal goal of pr (61%)
- Corporate/brand success depends on the quality of relationships with publics (79%)
- Mgmt doesn't want "pr" as much as solutions to business problems (76%)
- PR is misunderstood; connection to bottom line has not been made (58%)
- PR pros need to do "systems" thinking (97%)
- Mgmt wants comms to be integrated in whatever mix works best (70%)
- PR pros should take the lead in integrating pr with other comms disciplines (90%)
- PR pros need to add significant new skills to their core competencies (82%)

The present & future **availability of competent pr pros** is in question. 67% say experienced & competent pr pros are in short supply; only 4% believe the training of young people for pr positions is adequate. (Results from Kozikowski & Co, 35 Maple av, Flemington, NJ 08822; fax 908/782-2904)

## ROLE PR SHOULD BE PLAYING IN HEALTHCARE DEBATE

- 1) It is estimated 15% of the population account for 80% of medical care -- and 50% of the cost is due to unhealthy life styles. To find dollars for the uninsured, surely this is the place to look. **True behavior change campaigns** using the 4-step pr formula (pr 1/2/89) -- not the typical ad or publicity money-wasters -- must be part of the solution, but no one has even mentioned them.
- 2) Providers & especially physicians often seem to be saying they can't change their clinical & other processes to reduce cost. That's what corporations said when Quality, Reengineering & similar movements began. Yet as Steelcase (Grand Rapids) CEO Jerry Myers has been saying in



speeches, his company is forced to cut 10% from costs nearly every year. **Cycle time reduction** is one major route to savings -- and that's basically **a function of better, quicker communications** between members of the clinical team. What a role for practitioners if they'll just go for it.

## TECHNOLOGY ISN'T A STRATEGIC FORCE IN COMMUNICATIONS, BUT...

It is extending communication responsibilities (both formal & informal) to more employees & dep'ts, causing corporate communicators to become *internal consultants & managers of the message*, according to panelists in Cognitive Communications' 3rd roundtable on using organizational comms for competitive advantage. Other points of interest:

- "We can release the earnings announcements simultaneously to employees & the press. If we plan it correctly, **we can always beat the press in getting news to our employees** [Xerox has 100,000 worldwide]...we can get it universally to them before they read about it in the press. And that's a big deal!" -- Joe Cahalan, dir corp comms, Xerox
- **For younger people coming into the profession, techno-literacy can be a trap.** "When you come into the field tied so closely to technology, I think you'll have difficulty breaking away from technology over time. You'll have difficulty becoming identified as a strategic planner & a strategic thinker -- adding value to your organization. I'm concerned that the younger people will be relegated to the keyboards. The result will be there won't be anyone behind us to do the planning we do now." -- Martin Arnold, dir corp comms, Rayonier
- **"There is a big disconnect between the technical people & the rest of the organization.** We, as technical people, go off into our own end of the building & invent things & do things that are of interest to us. And there is that disconnect. How do we get to a common ground where these are your needs, these are the things that can be satisfied & we're not inventing technology off in some dark corner of the building." -- Bob Budnar, mgr, info mgmt consulting, GTE
- **CEOs "want information out to employees & back. They don't care who's doing it.** And if we don't play a leadership role, they'll pass us by. We need to focus on the mindset of communications process. If Information Management steps up to the plate, or Human Resources or somebody else, we'll be lost!" -- Joe Cahalan

(Free synopsis of this roundtable from Michael Rudnick, CCI, Box 43, Rowayton, Ct 06853-0043; 203/838-9091)

## ISO 9000 QUALITY STANDARDS WILL BE MINIMUMS: GOLD PAPER

"Qualitative measurement -- however difficult it may be -- will gradually supersede quantitative assessment of our results. The new certification

systems based on ISO 9000 & similar systems will soon be regarded as minimum requirements for in-house departments & consultancies alike," explains the IPRA Gold Paper "Quality Customer Satisfaction Public Relations."

## DOES ISO 9000 WORK FOR PR?

"Public relations, like other professions, must secure **the customer's satisfaction**. Whether in an inhouse department or in a consultancy, the public relations professional depends on his customer's approval of the service quality. As a professional -- not an artist -- he needs a systematic approach to quality improvement & quality management."

British, Finnish & Dutch firms are leading the way, showing that "investment in quality systems is quickly paid back." Even small firms with less than 10 employees have benefited.

## ROLE OF PROF'L SOCIETIES

A *joint approach* led by a professional society can pave the way. In '92, Danish Ass'n of PR Consultancies started a program aiming at a common basis for its members' certification. Project is supported by the Danish standardization org'n. Swedish PRECIS is working on a similar program.

Paper offers info about ISO 9000, certification procedure & the 11 steps of pr's "service quality loop." (IPRA, Dennis Clagett, exec dir, Case postale 2100, CH-1211 Geneva 2, Switzerland; telephone +41(0)22 791-0550, fax +41(0)22 788-0336)

## ITEMS OF IMPORTANCE TO PROFESSIONALS

¶ **NORM LEAPER RESIGNS AS IABC PRES** effective Oct 22. Will pursue other opportunities in comn & ass'n mgmt. "It's time to move on. We've accomplished many of the goals I set for myself & for this organization when I joined it a decade ago -- not the least of which is the recent establishment of the Global Strategy Project Team to explore organizational structure & methods of delivering programs & services worldwide." Search for new pres will begin immediately. Past chrm George McGrath will chair the search committee.

"A quality system defines the quality objectives of an organization & the policy which will ensure that the objectives are met.... The ISO 9000 system does not demand a specific level of quality; the organization determines this itself. ISO requirements deal with the system, elements & terms of the individual quality system. A quality system must ensure that products & services meet the quality demands from customers, from authorities & from the organization itself. A certificate is only issued when the quality system complies with all requirements & is fully implemented." (See also pr 3/22/93)

ISO is not the only international quality standard. European Union adopted EN 29000 (identical with ISO 9000). Some national quality standards include: Britain's BS 5750; US' ANSI/ASQC Q90; Australia's AS 3900; New Zealand's NZ 9000.