

- TIPS**
1. **Clearly identify your objectives.** "Don't just go in to have a photo op. If you do, it won't work. The kids will know & won't participate."
 2. **Be patient.** "They're not Harvard grads but they're smart & they have the desire & ability if you're patient enough to teach them. Once they catch on, it's a great source of pride."
 3. **"Remember, it's a partnership** so identify the appropriate partners." Any org'n can do it, points out Miles. A bank, for example, could teach kids about saving & checking; set up a mini banking center & have the kids run it. "It's identifying another market source, creating more market share by setting up satellite units."

(More from The Miles Agency, 287 Independence blvd, Virginia Beach, Va 23462; 757/499-9627, fax 757/499-0413)

ITEMS OF INTEREST TO PROFESSIONALS

- ✓ **All the major session speakers at IABC's '97 conference are female.** Have women really taken over the field to that extent? They are: consultant Robyn Allan (Vancouver), Sheri Rosen of USAA (San Antonio), CEO Anita Roddick of the Body Shop (UK), consultant & author Martha Rogers (Stamford). Good lineup -- but it does raise the question.
- ✓ **Here's a conundrum from futurist Francis Fukuyama on hi-tech pr.** "Digital commerce will open up a big door for public relations. When everyone is digitally connected to everyone else, you still need a basis of trust & intermediaries simply because we are no longer able to work on a face-to-face basis" (because workplaces won't be designed like that). But how will we earn trust in cyberspace? Who are these trusted intermediaries -- pr people? Maybe he means what Digital Equipment found while pioneering the virtual office: That regular face-to-face meetings must be arranged to create & maintain the human interface.
- ✓ **Another form of triggering event**, omitted from the behavioral model (pr 11/4/96): something that happens to the CEO or your boss, who then pushes a resulting response behavior onto everyone in the place -- even if it's irrelevant. If it happened to him/her, it must be universal -- right?

WHO'S WHO IN PUBLIC RELATIONS

ELECTED. PRSA Counselors Academy
exec cmte: chair, Gary Myers
(Morgan & Myers); chair-elect,
Amanda Brown-Olmstead (A. Brown
Olmstead & Assocs); sec'y/treas,
David Drobis (Ketchum PR); immed
past-chair, Gwin Johnston (Johnston-
Wells). New staffer at PRSA hq
serving the Academy as prgm dir is
Christine Heyssel.

RETIRES. Bill DeLay (com'ns dir,
American Academy of Family Physi-
cians) after 36 years with AAFP.

HONORS. Les Potter (comns dir, Blue
Cross/Blue Shield, DC), ex-IABC
chair, to receive its most prestig-
ious member honor -- Fellow
designation.

PR's ROLE IN MOTIVATING FRONTLINERS CRUCIAL: A REVIEW

"No matter how 'successful' the pr/image effort is, one frontliner (on phone, in person or in writing) can blow it with one customer," writes a reader to prr. "Our efforts cannot overcome what frontliners are doing. How can we pr types have an effect on the hiring, training, practices & communications done by so many people outside our realm of authority?"

First, make the case this is not outside pr's "authority."

1. Ultimately, pr is accountable for & judged on *relationships*. In this case, the most crucial one -- with customers -- is being damaged. Who can reasonably object to pr trying its hand to resolve this? [See prr 1/1/96]
2. Of course, this means helping management understand pr is not "communications" but goes far beyond that to relationships & behavior motivation. This is why the "corporate communications" title is so limiting -- not just for practitioners, but for organizations.
3. Many, many case studies are available to help educate management.

Second, become the champion for team leader-as-communicator.

1. This is a communication effort, so even if that's where you're pigeon-holed it *is* in your portfolio.
2. The program's objective is to put frontliners in the spotlight, to recognize them for what they are -- the folks who actually do the work that makes the place run.
3. It does this by channeling all important internal communication thru the team leader -- the "immediate supervisor" of frontliners.
4. By this emphasis on work groups, it builds camaraderie & teamwork -- which gives customer satisfaction efforts a real chance of succeeding. [See prr 5/30/94, 3/13/95, 7/31/95 & 10/7/96 for detailed description]

Third, urge the org'n to try Customer Satisfaction Modeling.

1. A wealth of research shows that the positive relationships created by delivering delight are now the single most essential ingredient in longterm success. E.g. one study finds that 70% of the decisionmaking process in purchasing products & services today is "how they treat me."



2. This model is work-group based, very simple -- and costs next to nothing. PR can counsel work groups as it rolls out. How it works:
 - a. The work team creates a model of what it thinks will satisfy customers & how satisfied ones will look, think, feel, act etc.
 - b. Customers are sampled to find out what they say satisfies them & how they act when in this state.
 - c. Using these models, the team is licensed to organize its operations so they will deliver customer satisfaction/delight.
3. Adding a quarterly dipstick research element that asks customers whether the model is being followed, provides an ongoing satisfaction index to guide progress. [See pr 1/1/90 & 5/23/94 for complete description]

Past pr articles offer many other references to the vital role of training in successful organizations, and the need for pr to be involved:

National Research Council report summarizes what works: 1) Train real work groups, as they actually solve real problems, at the worksite. 2) Space out training & practice sessions over time. People learn best by making & correcting mistakes. 3) Reduce instructor feedback to help trainees learn from themselves & each other. Let trainees individually or jointly figure out how to correct their errors. 4) Refresher courses are vital. 5) Myers-Briggs Type Indicator is unreliable & can pigeonhole persons into "types" that become stereotypes. [pr 9/21/92]

Training is rising as a vital responsibility of practitioners, according to pr's 29th Annual Survey of the Profession (pr 9/27/93). 60% play a role; 23% don't, but would like to. The rest don't want to get involved. Customer service is one of many subjects taught by practitioners.

For each dollar invested in self esteem training for employees, companies get back \$18 thru increased productivity (pr 3/11/96). Self-esteem training of 900 AT&T employees paid off in lower absenteeism, increased productivity & a dramatic rise in workers' contentment with themselves & AT&T.

Employee training is a characteristic of thriving companies (pr 8/19/96). A study of companies experiencing profitable growth reveals 90% report increased spending on it. "When (employees) see an employer making an investment in their future at the company, they become more loyal. As workers become more loyal, the quality of their work inevitably improves & the investment carries over to the customer."

¶ Copies of articles listed available from pr.

¶ Watch for a new pr book, "A PROBING LOOK AT EMPLOYEE RELATIONS TODAY: How to Shape Present & Future Employee Relationships," covering best practices, success strategies, research findings & how-to information on value-adding pr activities inside organizations. (Info from Janet Barker at 603/778-0514)

✓ SOCIAL MARKETING GOES FAR BEYOND GIVING A PENNY A SALE

Pizza Hut (PH) sought to increase minority market share in Hampton Roads (Va). "Most local pizza chains refuse to deliver in the area noted for its high crime. The challenge was to involve area youth in a community-oriented pizza distribution program that would help PH move product while contributing to the community," Delcena Miles told pr.

The Miles Agency developed the "Pizza Ria!" program for PH. Strategy builds both a customer base & community goodwill, can be applied to many products or services & duplicated anywhere.

HOW PIZZA RIA! WORKS

- Link was made with a public agency, in this case Norfolk Redevelopment & Housing Authority (NRHA) which manages the city's public housing.
- "We had motivated children who were looking for a project like this, giving them something to create on their own. It's their company; PH is the supplier."
- NRHA loaned \$4,000 for the program & provided basic budgeting & business training. A nonprofit business was set up in the Roberts Village adult center. Five area students purchased essential supplies, a warming oven & installed a phone line. Two nights a week the students buy the discounted pizzas bringing them to the center for pick-up by community residents.
- "The community came out in support of the children thru purchasing the product & spreading the word about these great kids."
- "This is the children's project & we never want to lose sight of that. They've created something very positive. On top of that they're making a profit. They've paid off their loan, purchased additional equipment, awarded a \$200 college scholarship to one of the public housing residents & brought the community together. They've also gained experience & self-esteem that will serve them a lifetime."

RESULTS

- Pizza Ria! just celebrated its first anniversary and was honored by the local chapter of the National Ass'n of Black Journalists with its business award. "Past winners are businesses that have been established for years & contribute to the community in a positive way. Last year's winner was Nations Bank. So these young people are in good company."
- Now in its 2nd year, Pizza Ria! has new children running it. "They graduate out of it to give others the opportunity to participate. It has been wonderful for the children to see something they are doing be successful. It's something they can't learn from a book."
- "It's a sophisticated version of Junior Achievement -- taken out of the classroom & made a reality."