

days & weeks, sometimes earning less than before. Many staffs are smaller. If the man or woman in the next office quits, the probability is he or she will not be replaced. In short, practitioners are expected to do more with less resources than six months ago.

79% of respondents have faced recent budget cutbacks or reductions. Only 13% have seen budgets increase. Cutbacks have been greatest in areas of personnel, employee relations, publications & special events. Activity is increasing in research, planning & seeking new business for counseling firms.

Calgary practitioners express frustration when asked if they were thinking about a job change. 73% said they have thought about looking for another position. 71% have considered leaving public relations for another line of work.

ITEMS OF INTEREST TO PRACTITIONERS

¶Public relations has gone to the top in Quebec, unfortunately in a derogatory way. Asks the Montreal Gazette, "Is Premier Levesque really the leader of the Quebec gov't? Or merely its public relations flack engaged in covering his government's unreasonable actions with reasonable words?" Editorial criticized premier's politics -- not unusual -- but chose to blackbrush public relations to do it. Betsy Hirst, dpr, McGill Univ, responded by pointing out how much time practitioners have to spend today explaining that "all journalists are not ignorant hacks who deliberately distort the truth and misuse quotes for the sake of mere sensationalism. Surely it is not too much to expect similar professional courtesy in return."

¶Another example of successfully involving basic services purveyors -- in this case cabbies -- is the name change campaign of Washington's Ritz-Carlton Hotel (formerly The Fairfax, located on Embassy Row). No group can use such information better than cab drivers, so 600 of them were handed box lunches as they drove past the entrance. Officials told the Washington Post they wanted to have a sit-down affair in their swank Jockey Club -- but it was impossible to arrange parking anywhere in the vicinity for so many vehicles. (See prr 3/29 for Indianapolis' successful cabby campaign; and 10/11 for a barber, beautician, bartender program.)

¶A good memory is a valuable tool in public relations. Remembering names, faces, unmemorable but needed facts or giving a speech without being glued to notes are prized skills -- skills that can be learned, says Francis Bellezza, psychology prof at Ohio State Univ. He tells how in his book Improve Your Memory Skills. He gives step-by-step instructions in mnemonic techniques: special methods of memorizing that ensure large amounts of information can be remembered for relatively long periods of time. He stresses the need to practice these techniques and provides many exercises throughout the book for this purpose. Three procedures play a major role in mnemonics: 1) "pegs" to which new info can be attached in memory; 2) visual imagery; 3) substitution technique to make difficult-to-remember info more easily memorized. Book covers remembering numbers, spelling, prose material, names, faces & more. (\$6.95 from Prentice-Hall, Englewood Cliffs, NJ 07632; 145 pgs.)

¶11,200 awards & honors sponsored by companies & org'ns in US, Canada & 58 other countries are listed in Gale Research's 2-volume directory Awards, Honors and Prizes (5th ed.). Volume 1 alphabetically lists US & Canadian org'ns and the 6,200 awards, honors, prizes, medals, citations & other distinctions offered in nearly every field of endeavor. Awards also indexed alphabetically & by subject. Volume 2 provides info on 5000 awards offered internationally & in 58 countries outside US & Canada. Includes geographic, alphabetical & subject indices. Entries in both volumes furnish name, address & phone number of sponsoring org'n; name of award; description of award's purpose; frequency; date established; prize offered. (Vol. 1, \$85; Vol. 2, \$94; from Gale Research, Book Tower, Detroit 48226.)

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PUBLIC RELATIONS & MARKETING, PART I: IS THE OBJECTIVE TO FIND THE MARKET, TO SELL IT, OR TO SATISFY SHAREHOLDERS? IS "MARKETING PR" SEXIER THAN "PRODUCT PUBLICITY & PROMOTION"?

Product publicity & promotion, by striving for a glossier name like "marketing public relations," may be falling into the trap Peter Drucker warns against -- confusing marketing with sales. This is especially unfortunate since specialists in the area say practitioners have an important role in both functions -- and the ability to go beyond them in contributing to the bottom line. A day devoted to the topic at PRSA's recent conference highlighted the opportunities & pitfalls of current practice.

David Metz of Eastman Kodak makes this division of public relations' tasks:

1. To force the marketing voice by "helping formulate its purpose & priorities, to have pr present & making contributions when marketing plans are sculpted from the rock."
2. To reinforce "by amplifying the advertising message, raising the noise level with case histories, byline features or tv newsclips."

His summation: "It is here we play a special role through effective positioning of the product line in the marketplace."

Stan DeVaughn of Apple Computers is more inward-looking:

1. Good pr benefits shareholders.
2. It helps ring the cash register.

Ed Nanas of IBM sees it like this:

1. Market preparation -- the huge education, awareness, acquaintance job to bring people to your service or product.

Edward Roginski, sr vp publicity & promo at Columbia Pictures (Burbank), defines public relations as "free space." In the experience of the film industry, public relations is directly equated with publicity. Advertising raises doubts, or gets the public's guard up. Publicity strikes "when the public has its guard down." While such statements demonstrate why they used to call this function "exploitation" in the movie business, Roginski says that present day practitioners in his field are "involved from day one in pre-production & production of film." They read scripts, work with casting, begin devising promotion themes before filming even begins. Furthermore, he feels, the public's "idols, peers, heroes" -- his description of movie stars -- are "opinion makers." Finally, he suggests the impact an issue film can have if its timing is right. Recent examples are China Syndrome & Norma Rae. His studio is now planning a release of Ghandi -- which could have the same effect on the nuclear freeze movement.



2. Revenue enhancement -- "the name of the game is lowering marketing costs as a proportion of revenue. Advertising people now have sales quotas, through couponing and similar. PR people may come under this."

The term "marketing" is used in so many ways it has lost specific meaning. Metz defines it as "to sell, distribute, advertise & promote."

Drucker avers that American organizations are having problems -- a la the auto industry -- because they confuse marketing (identifying the needs & values of customers) with selling (getting them to make the purchase). The latter is so much easier, he argues, when the emphasis is on the former. No speaker on PRSA's "marketing day" mentioned the role -- the opportunity -- of public relations in studying & understanding publics' needs & values. It is a much broader approach than just market research. (Next week, a look at how various organizations apply public relations to "marketing.")

RESEARCH, GOAL SETTING, COMMITMENT ESSENTIAL TO CORPORATE IDENTITY CAMPAIGNS

Beware of confusing a new logo from the art department with the major internal & external public relations

commitment required for a corporate identity change, warns Albert Smith, exec vp-western region, Burson-Marsteller (LA). He outlines 7 elements essential to a successful corporate identity program:

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| 1. Research into corporate culture & market position. | 5. Commitment of all sections of the institution. |
| 2. Top management support. | 6. Coordination of internal & external programs. |
| 3. Employee support. | 7. Continuity. |
| 4. Credibility of goals. | |

Smith's views correspond with the experiences of 3 banks that underwent corporate identity changes (see prr 11/8): the process is far more involved than can be initially predicted.

ANALYSIS IS KEY TO SUCCESSFUL COALITION BUILDING

Analyzing issues -- their impact & audiences -- is essential to effective coalition building, finds Edward Grefe, pres, International Civics. He suggests 3 guidelines:

1. Define the issue. Is it: a) economic -- e.g. controlling shoe imports; b) ideological -- e.g. abortion/gun control; c) economic/ideological -- e.g. women's movement / black movement.
2. Assess issue's impact. Is it: a) critical -- expect strong emotional response; b) laterally important -- may be able to get support; c) tangential -- probably not worth much attention.
3. Segment audiences: a) family (employees, stockholders) -- make sure they know the issue, they will probably share emotional ties; b) friends (suppliers, customers, bankers, competitors) -- may share economic ties; c) strangers (largest segment of the public) -- probably "don't give a damn."

If you're building a coalition "don't go in for a quick fix," Grefe advises. Be aware that most issues are decided by Calhoun's "rule of concurrent minorities" provided majority are not opposed.

MEDIA AS ENTERTAINMENT DISTORTS HEALTHCARE REALITIES, WARNS TV DOCTOR

False health perceptions are fostered by tv dramas, says Daniel Sobel, MD, tv health correspondent. As evidence he submits the following data on how unrealistically they treat healthcare topics:

1. 50% of all pregnancies end in miscarriage.
2. 16% of all pregnancies result in death of the mother.
3. Four times more women than men die of heart attacks.
4. 80% of obese people are Asians.
5. Hero figures make instantaneous recovery from violent assaults (reality would require at least a week in a hospital).
6. Handicapped people or people wearing glasses are rarely shown.

To become a resource for a tv health editor:

1. Scan general media for current interests.
2. Know experts in specialized health fields so they can be contacted by program directors or reporters.
3. Make your organization available to help set up programs.
4. Consider cable tv for specialized health audiences.

TV shows also perpetuate myths about doctors. MDs are shown as smarter, more rational, fairer & more powerful than average human beings. 16% of their time is spent in house calls. In crises they are shown as always available or on the spot and they always have time to talk at length with patients.

Sobel says tv ignores the crucial elements of healthcare -- lifestyle, prevention, second opinions, community resources, seatbelts -- because they are not entertaining.

GUIDELINES FOR BROADCAST HEALTH PROGRAMS

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| 1. 2 to 3 minute segments. | 4. Don't depend on visuals -- some people <u>listen</u> rather than watch tv. |
| 2. Must be professional, credible. | |
| 3. Build in audience response with quiz/problem solving situations. | 5. On radio call-in health programs, the audience will discuss health subjects far more candidly than in face-to-face interviews. |

IN SOME LOCATIONS RECESSION IS HURTING PR; BUT EVEN THERE'S SOME BENEFIT

Study in Calgary by Don Wright (Univ of Calgary) surveyed 62% of CPRS members, found 88% have been affected by the recession, most of them in a negative way. Still, 13% say they are benefiting from the current economy. But most are not. Wright found practitioners working longer