

Some findings about techniques currently used:

1. 41.3% ran 4-color covers, 58% used 4 colors on the inside. (Down from '81: 52% & 71%, respectively.)

2. 25% contain "unique art" -- gatefold covers, centerspreads, die cut or embossed covers, printed-gold pages, or a horizontal format rather than the traditional 8½ x 11" size. (Down from 25.5% last year.)

3. 38.5% ran photos on the front cover (down from 56.4%).

4. 8.1% included Form 10-K (up from 7.3%) in their reports or as their

entire report. "A couple used the Form 10-K and wrapped a letter from the chrm or president around it. Accountants, bookkeepers say it's more relevant than all the pr text!"

5. Attention-getting action sub-heads in either the letter to shareholder or the operational text fell to 9.3% of the ARs (from 16.4%).

6. Emerging trend of mgmt joining auditors in sharing responsibility for the financials declined to 30.2% (from 32.7%).

Response to Cato Communications' request for an AR from Chicago corp's tripled over last year. 82% of the 212 corp's responded (up from 26% last year). Why the increase? "We mailed the corporate secretary a post card rather than send a polite letter to the vice president for finance." (For copy of survey send a #10 SASE to Cato Comms, 46 E. Superior St, Chi 60611)

EDITORIAL CASE STUDIES:  
SURVEY FINDS USAGE HIGH,  
BENEFITS GREAT, PLENTY OF PITFALLS

Nearly 60% of all case histories submitted to business publications are turned down, reveals a survey of 118 editors. Over 2/3rds attribute this to more stringent editorial requirements. Another factor is the increase in numbers being sent to editors. 58% of editors using case histories receive more than 5 per month. Half of these get more than 15 each month. One reports receiving 100/month.

Usage High. Editors responding to Ketchum Public Relations' study represent pub's with circulations from 1,600 - 170,000. 64% regularly use case histories. Of these, only 38% rely primarily on in-house writers. Only a few refuse outside submissions.

How To Do It. According to respondents, key to getting yours published is to understand pub'n's editorial style & readership. Check with editors first before wasting effort on a story that won't be acceptable.

"A case history is a product, just like a computer or an elevator. To be accepted, it has to be better than the competition's product," says Robert Aiello, sr vp.

Benefits Great. Published case histories 1) bring positive exposure to thousands of readers in the industry and 2) generate inquiries. Of the editors who could quantify inquiries, most anticipate at least 30 responses from readers. 40% say a good case history can yield more than 100 inquiries. (Copy from KPR, 4 Gateway Ctr, Pittsburgh 15222)

Editors' guidelines for a successful case history include: 1) providing a solution to a problem; 2) documenting a payback or cost savings; 3) focusing on a timely subject; 4) featuring a unique or unusual application. Most common complaint is that outside-sponsored case histories are written with an overly promotional tone.

"AIKIDO POLITICS" TRIES TO MAKE THE COURT OF PUBLIC OPINION WORK  
BY REPLACING CONFRONTATION WITH RATIONAL EXCHANGE OF VIEWS;  
APPLICABLE TO ALL SIDES OF ISSUE DEBATES

There is nothing easier than to turn your opponent into your enemy. This prime difficulty, experienced by public relations practitioners involved in issue campaigns, has prompted some activist leaders to introduce the Oriental idea of "aikido politics." The situation into which such "friendly politics" becomes useful is described by Carl Abbott, professor of urban studies, Portland State U:

"Activists have developed impressive skills in confrontational tactics. They know how to organize demonstrations and how to stage events for the television cameras. They know how to embarrass the representatives of corporations and bureaucracies. They have also learned that confrontation on one side builds resentment and stubbornness on the other."

These statements apply equally to representatives of corporations & governments. What should be enlightening exchanges of viewpoints -- from which everybody learns -- become accusatory shouting matches, often carried on for weeks or months. Hunter & Amore Lovins, the soft energy path proponents, see these advantages in aikido politics:

1. It is explicitly non-confrontational;
2. It requires a commitment to value the feelings and beliefs of others, so that environmental activists need to truly understand the utility engineers & industrial polluters;
3. It requires full respect for the opposition as individuals;
4. It means a willingness to give higher priority to the people involved than to the specific issue.

Abbott finds similarity in the way the Lovinses negotiate with corporate executives on energy and the diplomatic experience of Quakers. "The necessary first step is for both sides to recognize each other as peers, rather than as government and rebels for example." In the friendly approach to environmental politics, the Lovinses have found that the offer of expertise is often the most effective way to gain entrance to conference rooms as an equal. "Once everyone is sitting around the same table worrying over the same technical problem, it becomes difficult to think of anyone as 'the enemy.'"

A to-the-minute example is Lee Iacocca's explanation of why Chrysler is able to repay its federal loans 7 years ahead of schedule: "We learned that people working together can make anything happen." Previously, the auto manufacturer, its unions & dealers, and the customers spent time fighting one another. Now that they're respecting one another, they have changed their world.

In Friends Journal (a magazine for Quakers, the original social change activists), Abbott describes typical responses to the suggestion that aikido can work. "That sounds like good old-fashioned compromise," is one. "It's just a negotiating tactic," is another or "Good luck in getting them to talk with you." The Lovinses' reply is that aikido politics is an active process of valuing and understanding people's positions. It is based on the assumption that almost everyone who participates in policy debates is sincere and well meaning. The approach will work only if you believe in the essential good will of the opposition. Aikido politics fails if you try to manipulate the process, if you treat it as a tactic rather than a fundamental commitment.

One of their examples on a small scale describes how a community struggled to reach consensus through aikido politics. It required willingness to delay an alternative energy project for 6 months while advocates drew a stubborn holdout into the decision making, dealt with her legitimate concerns without anger, and waited for a gradual change of opinion. Counselor Isobel Parke tells a similar story of how an anti-nuclear protest, which might have drawn a few hundred marchers, turned into an energy fair, drawing 35,000 persons from all sides of the issue.

"There is no political action more powerful than one person deciding to take action," believes Amore Lovins. The Quakers' history of using activism to create change is proof. They have led in movements that resulted in the elimination of slavery, women's rights, change in prison & mental health systems, overseas relief and others. The civil disobedience of Thoreau, Gandhi & the presentday activists began with George Fox & English Quakers in the 1650s. But in this process there was an essential respect for the opponents. Ultimately, that is what made social change possible. Aikido politics is an attempt to regain this feeling of respect.

DEFINE YOUR AREA OF SOCIAL RESPONSIBILITY BY "DOING WHAT YOU DO BEST"; B. DALTON'S LITERACY PROGRAM IS AN EXAMPLE

cases (pr 6/7/82). And that's what B. Dalton Booksellers is doing with their \$3 million, 4-year effort to fight illiteracy (pr 6/6).

Primary emphasis is on tutoring non-reading English speaking adults thru community based volunteer programs. "Our aim is to teach 100,000 adults to read," Bette Fenton, dir comty rels & pa, told prr. Emphasis is also being put on reading programs for children thru public schools & libraries. It concentrates on reading supplement prgms to introduce children to books at an early age, involves parents in skill development at home, and gets children to read for pleasure so they enhance their skills.

"All of our literacy effort is integrated into our basic business strategy. As we expand into new markets, we'll start a literacy project in that community. We'll make sure the public library has a summer reading program and use our advertising & public relations to keep people aware," explains Fenton. It's a social responsibility strategy with a marketing pay off -- increasing the number of potential customers.

Additionally, B. Dalton is underwriting the broadcast of a PBS tv series called "Reading Rainbow" in its key market communities. "We've put about \$85,000 into it in the last couple weeks so we're sure kids in our communities see that program." They're funding a supplemental piece

in libraries called Reading Rainbow Gazette. It's purpose is to help parents work with their kids on skill development.

Other facets of the program include: 1) Sending speakers into schools to do programs for teachers as well as workshops for parents & teachers together. "We've got a target to train 30,000 parents & educators by 1986." 2) Funding public radio stations to do read-aloud programs. 3) Funding creative writing contests on the local level. "We just published a book of mysteries written by Minnesota school children for the 2nd year in a row. It's been a phenomenal success." 4) Funding organizations that support poets & writers. 5) Forming partnerships with libraries all over the country. Recently funded Providence Public Library's public affairs radio prgm "There's A Word For It." 6) Working with nonprofit organizations as well as federal gov't. "That's our key effort ... to get public/private partnerships going and then partnerships in the private sector."

BEING IN THE NEWS PROVES COSTLY

Washington Public Power Supply System's (WPPSS) effort to "recover costs" by charging media for document requests elicited some disagreements (see pr 6/13). Responding to prr's article, info svcs dir Gary Petersen explains:

"To give you a feel for the volume of requests we have been getting, in 1982 we charged 10¢ a page and received \$12,740 for all the records provided. 127,400 pages of text had to be located, copied, packaged & mailed.

"It was only when the total WPPS staff was reduced by more than 25%, and when the document requests began involving extensive staff & legal research that our records management group suggested a fee to recover costs. If a request was for a specific document (which required no research), we made only the 10¢ a page charge.

"WPPSS is averaging 1,500 - 2,200 news clips a month just from the Pacific Northwest. Our twice-a-month executive board meetings are regularly covered by 5-7 tv stations, usually at least one national, and some 30 reporters including the NYTimes & The Wall Street Journal. Time magazine has reported on the Supply System in 3 of its 4 last issues. Three members of my staff regularly handle some 150-200 media inquiries per week (and sometimes 150/day) from all over the US. And in a usual week we will have at least 1 or 2 national media visit our sites for 1-3 days. It goes on, but suffice it to say that, to my knowledge, there is no other single company that has this kind of consistent news coverage other than perhaps G.P.U. & Three Mile Island."

ANNUAL REPORTS DON'T COMMUNICATE FINDS CHICAGO SURVEY; BUT IS IT PURPOSEFUL?

Sid Cato surveyed 174 annual reports from Chi-area corporations. "The bottom line should be: Did the report communicate? Did it ask for readership? Were the layout & graphics inviting?" Cato's opinion: "Hardly. If the text has unbroken type, no subheads, no bold faced lead-ins, no asterisks to break up the type, it's telling me either 1) the producers are dumb and don't know anything about readership, or 2) they don't want me to read their annual report. A designer told me that that's the situation this year. Because the financial news was so bad, nobody wanted anyone to read their annual reports. I think they succeeded."