

3. A triptych. One side reads, "Great American Smokescreen." For smokers to put in front of their ashtrays so co-workers can't see their cigarettes burning. Flip side carries a different message for the smoker on each of the 3 panels.
 a) Quotes from well-known people about smoking -- humorous & serious. b) Snappy comebacks, e.g., "Smoking is the leading cause of statistics." c) Imaginary conversations.

4. Lapel stickers -- e.g., "Thanks for asking, but I choose to smoke" & "Smoking, a great American right."

5. Wallet-size card with the smoker's bill of rights -- right to smoke without being embarrassed or harrassed. Stresses courtesy & common sense.

Media event was launched Nov 19 with a press conference in DC & satellite fed to 12 cities -- including PM's plant locations. 7-min tape of Milton Berle humorously communicated message to the press. The aggressive, event was not antagonistic. Quinby notes that anti-smokers were heard from, but not picked up by the media.

CORPORATE PUBLIC RELATIONS BUDGETS ARE INCREASING

Staff size is remaining constant, salaries are rising, use of outside counsel is growing, according to a survey by PRSA's Corporate Section. Members were asked, by mail, to compare key elements of their depts' operations in '85 & '86. 684 responded. Survey highlights:

a) 54% of professional staffs remained same; 24% increased; 22% decreased.
 b) 80% had budget changes. Of these, 51% experienced increases with the largest number of increases between 1-10%. c) 66% use outside counsel. Of these, 39% retain counsel; 61% pay on a project basis. (Copy from PRSA, 212/826-1750)

¶For comparison, prr's '86 Survey of the Profession found that for all sectors of practice: a) 63% of staffs stayed same size; 25% increased; 11% decreased. b) 52% had budget increases.

ITEMS OF INTEREST TO PRACTITIONERS

¶Corporate cultures are under seige. CEOs' credibility is being tested, says John Budd Jr, Emhart's sr vp corp coms. Some 600,000 middle mgrs were purged in '85. These "restructurings" are having a severe impact on corporate cultures. CEOs face rebuilding loyalty & motivation among middle mgmt survivors. "In an atmosphere of skepticism & cynicism, their credibility will be the linchpin to this delicate process."

¶Most effective public relations film/video productions are listed, for the first time, in a brochure from PRSA. Entries are '84-'86 film/video festival winners. Listing gives title, format, length, sponsor, producer, distributor, winning year and a description. Most cassettes are available on a free-loan basis when requested on business letterhead. Brochure suggests numerous PD programming uses. (\$1 mbrs, \$2 nonmbrs, from PRSA, 845 3rd Ave, NYC 10022)

WHO'S WHO IN PUBLIC RELATIONS

David Speer, co-founder, Padilla and Speer (Mpls), named commissioner, Minnesota Dep't of Energy & Economic Development. Long active in civic & political activities, he has most recently worked on world peace thru the interactive satellite tv program, Minnesota/Moscow Space Bridge (see prr 8/18). Another pr pro moving to a role of public leadership.

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PUTTING ALL RELATIONSHIP FUNCTIONS TOGETHER IN ONE UNIT,
GIVING IT AMPLE RESOURCES & STAFF & RESEARCH CAPABILITY,
IS MASTER STRATEGY FOR HIGHLY SUCCESSFUL ORGANIZATION

"Information acquisition & management underpins everything, especially the ability to interpret the organization to customers... who dictate the marketplace." Therefore, to maximize this critical task, it makes sense to house everyone involved in it in one unified division, finds Frank Weaver of the Cleveland Clinic.

The long-established healthcare giant had 4 people in its public relations unit when Weaver went there in '80. Today there are 129! His Div. of Public Affairs & Corporate Development is organized into 8 dep'ts:

1. Communication, which includes a) media relations, b) creative services, c) an internal pr firm which serves other divisions using the account exec model.

2. Consumer Affairs, responsible for relationships with patients & potential patients.

3. Marketing, "responsible for design & implementation of marketing programs for the service lines of the Clinic -- including looking at products, positioning, pricing & integrating the findings of market research."

4. Gov't Affairs

5. Fund Development, responsible for fundraising.

6. Physician Liaison, which builds relationships with the medical staff & medical community.

7. Market Research & Strategic Planning

8. Payer Liaison, now being spun off from Marketing to act as a sales unit to third party payers.

If this looks like the old line unitized public relations organization, favored by corporations & most others before hot-shot gurus bearing other titles began clamoring for its breakup -- into units that favored their particular faction in the turf war -- so be it. Weaver warns against "soothsayers who offer all sorts of panaceas" including marketeers, ad execs, accountants turned corporate planners & "white coats turned to gray coats" -- doctors trying to become managers.

Weaver gives a strong pitch to practitioners to use "research as the quantification which sells CEOs." He reports 40% of his \$3.5 million budget goes to research & evaluation, including market research.



Also dangerous is trying to position an organization on "the hula hoops of healthcare," such as impotence clinics or other fads. Instead, he believes public relations must take charge of the organization's mission, a 3-part project:

A. Begin by redefining your constituencies. Exactly who are the stakeholders? Cleveland Clinic, for example, had never talked to 3rd party payers, even large corporate customers like GM. When they did, the response was immediate: "This is the first time in 47 years anyone came out to see what we're feeling about your services."

B. Tightly target your markets & non-market publics. In healthcare, this must be done geographically & epidemiologically. Constituency building can then be done in a way that meets individual needs.

C. Integrate public relations/public affairs/fundraising/marketing so you can have a comprehensive strategy. If you have authority or a CEO mandate, do this by design. If you don't, do it by constantly working toward consensus.

PLAYBOY ARTICLE TITLED "FLACKS" EXEMPLIFIES WORST WORK OF HACKS

Okay, public relations pros, do these names mean anything to you? William Novak? Daniel Murphy? Matt Reese? Would you consider them the leading figures in public relations?

If so, you'll like the article in Playboy's January issue (on sale tomorrow) titled "Flacks." But if you don't think these are the stars in the profession, you'll probably find the article inaccurate on most other counts as well. Naturally, this vituperative commentary on public relations is written by two journalists...whose hyperbole & bitter tone permeate the piece:

"If the mission of the PR person, or flack, is to put the best light on a situation that may, in fact, be very bad, to manipulate his client ever higher in public esteem or simply to control the flow of information on subjects of his or her interest, then the U.S. is becoming a vast public-relations factory in which the practice of flacking is regarded as an honorable activity. Not only do colleges offer courses in public relations but the flacks are flacking to become licensed professionals, like doctors & lawyers.

According to the writers, "the twin pinnacles of a PR man's dream" are "60 Minutes and a speech by President Ronald Reagan." They also believe the "present great boom in corporate & political PR" began in 1974. And that it was lead by Herb Schmertz -- & by Paul Nitze, an arms hawk, aided by George Bush, then CIA chief.

"All the talk about a professional code and standards may mask the essence of public relations, which is an effort to gull, diddle and otherwise bamboozle people into thinking that something is different from what they believe it to be. The public-relations man (sic) tilts reality to suit his taste, and he has engendered a national disease -- a taste for form rather than content, appearance rather than reality, perception rather than truth. The attitude is found everywhere, and it ranges from the anecdotal to the catastrophic."

The record should show, however, that Playboy has a pr dep't -- which sent prr a rush of the article. Says the cover letter: "We know your readers will be in-

terested in reading how their profession [their word, totally contradicting the article's proclamations] is being portrayed in the mainstream media." Playboy... "mainstream media"? What's this about "tilting reality to suit"?

STRATEGY STUDY: HOW TOBACCO COMPANIES ARE TRYING TO TAKE THE HEAT FROM EMOTIONAL SMOKING ISSUES

Numbers are against them. In US, 7 of 10 adults are nonsmokers, according to

recent research. Not to be silenced by such statistics or popular sentiment, Philip Morris came out swinging last month.

"The overwhelming number of nonsmokers are benign. There's probably 5,000 hardcore anti-smokers in the country," Ernest Quinby, comms dir, Philip Morris USA (NYC), told prr. But 60 million smokers are in need of support, or "buddyship." To support them, PM distributed smoker's kits on American Cancer Society's Great American Smokeout day. It accomplished 2 objectives:

1. "We did a media operation in response to the Smokeout media event they've run for the past 10 years." As a result of the kits, ACS "had to share the story with us. Coverage was enormous. We appeared in every story on air & in the press commenting on what we had done. And the press treated it pretty much as we had sold it -- as a fun, lighthearted event."

2. "Our message was a simple one. 60 million people have made an informed & intelligent adult decision to smoke. It's their decision. No amount of social engineering, do-goodism, embarrassing pressure should be brought to bear on them. It's a lifestyle decision for them to make...not for someone else to make for them."

Lighthearted Kit Red, white & blue smoker's kit included:
Defuses Conflict

1) Cover note to smokers. "We understand the kinds of pressures you may face that day from friends & co-workers. Their efforts are well meaning, but they can be intrusive and some may even be quite aggressive. These materials are provided to help you deal with them courteously & good-naturedly, but at the same time to let them know that your decision to smoke is just that -- your decision."

2. Doorknob hanger that says, "Great American Smoker At Work."

USING RESEARCH TO PREDICT ATTITUDE CHANGE POTENTIAL

"Although the public currently tends to be permissive about cigarette advertisements, a recent nationwide study by the American Medical Ass'n indicates that people's opinions on this subject are not firmly held and their attitudes toward a ban on cigarette advertisements can be readily changed.

"The AMA survey reveals that only 29% are aware that a voluntary organization has called for a ban on tobacco advertisements -- and an even smaller 12% know it is the AMA that has urged a ban on such advertisements.

"But when people are informed that the AMA has called for a ban on tobacco advertisements, a strong 64% favor such a ban, compared with only 30% who oppose it.

"These findings indicate that -- given an educational effort on the part of leading health organizations -- people can readily be persuaded to support a ban on tobacco advertisements." -- Cited in "A Study of Public Attitudes Toward Cigarette Advertising & Promotion Programs," done by Lieberman Research (NYC) in October.