

sponsible care. "Specific measures -- both informational & administrative -- should be taken to assure elderly patients in particular that they are not being short-changed in the current drive to reduce healthcare costs."

USEFUL INFORMATION FOR PRACTITIONERS

Opportunity: Cultural understanding can have bottom line impact -- "improving the climate for trade, political, educational & scientific relations," says the Netherlands' minister of welfare, health & cultural affairs, L.C. Brinkman. But initial findings from a survey of 800 Netherlanders & 1,000 Texans indicates stereotypes of both sides are strongly entrenched. To dispel these myths, the Netherlands have designed a \$15 million, 10-yr cultural exchange program with the US. Long-range program includes fine arts activities as well as mutual exchanges of "just about every aspect of Dutch-US culture -- ethnic origins, history, lifestyles & philosophies." Universities, corporations, cultural organizations, media & private citizens are invited to become involved. Program begins in Texas this September, remaining there thru 1990. From '91-'96, it moves to the West Coast & Midwest. (More info from Manning, Selvage & Lee/Southwest, 9330 LBJ Freeway, Ste.750, Dallas 75243)

If you were Gerber baby foods, would you run 30-second commercials on all 3 major networks to talk about glass bits in baby food jars? On the pro side, FDA has investigated 225 complaints. Possibly -- wisely, the company isn't saying -- this may have affected sales, or perhaps the sale of all canned baby foods. On the con side, does some media coverage & expected word-of-mouth followup make such a broad-brush response the best strategy? Could the ads become point-of-purchase reminders to beware?

Issue anticipation has to start at the grassroots. One current, very hot issue that's not on nightly news is secular humanism. Eileen Gardner, who has studied the subject for the Heritage Foundation, sums up humanist teaching this way: "Man can decide. It's up to you. You don't have to refer to anything eternal or absolute," reports a recent Christian Science Monitor article. Conservatives charge it replaces God with deified man. The issue is quiet at the federal level and a nonissue for the media, believes Gardner. But at the grassroots level the issue is bubbling among activists such as Phyllis Schlafly. "People are determined to get it out of the classroom; it's turning into all sorts of serious confrontations with schools all over the country," says Gardner.

Nominations for Arthur W. Page award are being sought. Also for annual Page Lecture. Qualifications include notable achievement in the field and contribution to education & community. Awards program, which takes place May 8, is sponsored by AT&T, PRSA & UTexas College of Comm. Deadline is April 8. Submit nominations to Frank Walsh, Dep't of Journalism, UTexas, Box 7818, Austin 78712.

An organization's manners speak loudly. More than just words, they are public relations in action. "Many hotels put bits of chocolate mint by the turned down bed," notes Frank Wylie. But at the Monterey Sheraton he found a different "mannerly touch" -- a pale green card embossed with a view of the California coastline. Message reads, "Thank you for sharing this day with us. Good evening." Typeface is grey-green, elegant. "It's nice to know that manners are alive and well somewhere," writes Wylie.

WHO'S WHO IN PUBLIC RELATIONS

PROMOTED. Robert Dilenschneider becomes pres & CEO of Hill & Knowlton

(NYC) succeeding Loet Velmans who remains chrm.

pr reporter

The Weekly Newsletter of Public Relations,
Public Affairs & Communication

603 / 778 - 0514

Vol.29 No.12
March 24, 1986

PUBLICATION OF NEW HANDBOOK ON BUILDING INSTITUTIONAL IMAGE
PULLS US BACK TO BASICS: DO RESEARCH, DON'T CONTRADICT, BE REPETITIVE;
SHARE THIS WITH YOUR STAFF & FELLOW MANAGERS FOR BETTER UNDERSTANDING

To build your organization's reputation/image, the first objective is to create & communicate a positive, common message appropriate to all audiences -- an umbrella theme. Then create & communicate specific messages to discrete audiences -- variations on the theme. Biggest problem over time is making sure messages don't contradict; audiences do overlap. Building toward a common perception positions an organization in the marketplace, advises Robert Topor in Institutional Image: How To Define, Improve, Market It. Tho written for colleges, its how-to info applies to all organizations.

"To achieve an institutional image objective requires a) carefully planned, b) research-based, c) deliberate, d) repeated efforts." He offers these 5-steps to manage the process:

1. Begin by conducting research to measure your current image. It will help you see your organization compared to competitors. To measure target audience perceptions, use a) focus groups ("they give clues, not evidence, of the target audience's opinions"), b) mail surveys (gathers specific info at low cost), c) phone surveys (offers more control over who responds, but time & cost are limitations), d) intercept interviews (offers more indepth responses), e) targeted interviews (to get a specific person's valued opinion). Don't ignore research done by others that may apply to your organization (see pr 8/6/84).

Topor suggests a handy way of looking at the image-building process. He calls it his 4-Rs concept: research, recognition, repetition, recollection.

2. Understand your organization. "Whatever the nature of your organization, you must market reality. The danger of doing otherwise does exist, and you must be sensitive to it. Don't be tempted to create false images not based in solid fact. An organization that engages in false image creation will pay the price in the long run."

3. Establish "comparative differential advantage." "Imagine a cold glass of lemonade and a hot cup of coffee. They are similar (both are beverages). They are also different (one is made from lemons, the other from coffee beans; one is hot, the other cold). But when it comes to marketing, the most important thing is not the lemonade or the coffee itself. It's the user's needs. A hot cup of coffee may be just the thing on a cold winter morning. A cold glass of lemonade hits the spot when you've come in from weeding the garden. The example illustrates comparative differential advantage." Your organization's "comparative differential advantage" should form the focus for its image -- in all communications.



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A PUBLICATION OF PR PUBLISHING COMPANY, INC. DUDLEY HOUSE, P.O. BOX 800, EXETER, N.H. 03833-0600
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4. Don't go it alone. Get the organizational family involved in your image marketing plan. Present your findings thus-far to management. Ask that a task force on image improvement be created. Members should represent organization's various interests. Use strong internal communications to make sure staff & mgmt understand the plan's importance. Explain how it will help them, as well as increase impact, save money.

5. Measure, evaluate, maintain -- and refine as you go. Use ongoing research to measure improvement. Evaluate progress. Propagate & maintain the positive image created. Remember, your organization (& its publics) will change. Refine your plan as needed. (From CASE Publications Order Dep't, 80 South Early St, Alexandria, Va. 22304; \$18.50 prepaid, 68 pgs)

THE COMMUNICATIONS PROCESS IN MARKETING

Forms Of Communication	Awareness Bringing an institution to the attention of an audience.	Comprehension Developing an understanding of the appeal of the institution.	Conviction Matching individual interests to institution offerings.	Commitment Assisting in the decision process.
Mass: Publicity, press releases, feature stories, public addresses, adv'g, radio, tv	40% (Mass)	10% (Mass)	5% (Mass)	5% (Mass)
		50% (Direct)	20% (Direct)	10% (Direct)
Direct: Case statements, letters, direct mail, prospectuses, mags, newspapers, newsletters	40% (Direct)		20% (Small Group)	35% (Small Group)
		70% (Person to Person)		
Small Group: Meetings, dinners, seminars, special events	10% (Small Group)		20% (Person to Person)	40% (Person to Person)
Person-to-Person: Personal efforts of adm, staff, volunteers	10% (Person to Person)			

-- This practical reworking of diffusion process studies is copyrighted by The Barton-Gillet Company (Baltimore), a research & consulting firm specializing in higher education.

VIDEO NEWS RELEASES WORK FOR THEM, SAY 2 DISAGREEING WITH PRR'S REPORTAGE

"The fact is, video news releases work. More public relations firms & corporate public relations departments are using them. And broadcasts at scores of stations across the country and around the world are airing them. The debate in the news media over their use is merely a technological update of the time-honored love-hate relationship between public relations & the press.

"Like press releases, video news releases can be poorly done and poorly handled. Good video releases, however, can be a valuable resource for tv news programs which depend on visuals to hold viewer attention and to show a story as only tv can. Local news programs now cover national stories, but most local stations can't afford to send their camera crews too far from their viewing areas. Video news releases help them cover what they can't cover for themselves. Most importantly, final control remains in their hands. They can edit video releases or refuse to use them. Resistance to their use is more a case of future shock than fear of future schlock." -- Don Bates, The Bates Company (NYC)

"The keys to success with video news releases are basically the same as with press releases. Pick a good story. Cover it objectively. Tell it well. You'll hurt yourself by wasting a station's time with fluff.

"Help the news director and you'll help yourself get the coverage you want. Notify stations in advance that a video release is coming. That helps them decide if they're interested and to prepare for the feed or delivery. Keep it short & tight. Most run only 60-90 seconds. Provide extra footage ("B-role") which stations can edit to create their own coverage if necessary. We know they work because ours & other companies' are used time & time again. They're a valuable new communications tool. Their acceptance depends upon public relations practitioners using them intelligently, keeping in mind the needs of the media and, most importantly, the needs of their viewers." -- Ed Helfer, vp, Visnews International (NYC), a video news release supplier

WHAT WE COMMUNICATE DOESN'T ALWAYS GET OUR REAL POINT ACROSS, HEALTHCARE COSTS STUDY SHOWS

Despite intensive public relations efforts, including significant advertising expenditures, nearly half of respondents in a nationwide survey do not feel hospitals are taking measures to cut costs. However, 68% are aware that hospitals encourage 1-day surgery and send patients home as soon as possible. "Consumers evidently do not equate these changes with efforts to curtail costs," says Carol Hess of Decision Research Corp (Lexington, Mass) who directed the study. 75% approve of 1-day surgery. 67% approve of sending patients home early -- but this drops to 50% among people 65 or older.

"One might conclude from these findings that the elderly, who account for the lion's share of today's hospitalized patients, feel their care is being jeopardized by the practice of sending patients home early." Hess suggests hospitals let people know about recent policy changes aimed at cutting costs while still ensuring re-

During the recent Tylenol crisis, Warner-Lambert issued a 6 1/2 minute video news release introducing its new "tamper-resistant" capsules. Video was sent via satellite to stations across the continent. In an informal survey of 40 of those stations, 25 said they used at least a portion of the video, a spokesman told prr.