

maker of Tabasco will create a foundation with a mission to develop & disseminate information related to cardiovascular health. Its first project will be to develop a guide & cookbook to eating for a healthy heart, with emphasis on low sodium. Foreword will be by a recognized health expert. One chapter will cover healthy eating -- at & away from home. There will be 100 recipes, 5 from each of 20 chefs around the country. Publicity will be built around the Foundation & the chefs. Enlightened self interest at work, using 3rd parties for credibility, aimed at a concerned segmented audience whose behavior can benefit the product.

SUPERTARGETING...

...is a capability of Philip Morris. According to a WSJ report last week, the company is able to reach, with letters sent via Western Union, 400,000 "carefully selected taxpayers...known smokers likely to respond to the appeal." Phone calls follow letters to increase response rate. Those who agree are then given suggested messages -- in this case to stop a Senate proposal ending business deductions for excise taxes. PM says 78% have agreed so far!

USEFUL INFORMATION FOR PRACTITIONERS

An unexpected positioning statement is made by an establishment in Portland, Ore. Ray's Ordinary Bar & Grill (317 NW Broadway) is assumedly reacting to the fancy & ethnic eating & drinking spots becoming preponderant there & everywhere.

Work groups & other QWL ideas are old stuff (e.g., see prr 8/30/76 or 3/21/77). But actual use has lagged behind interest & discussion of the techniques. GM's directive to its suppliers to adopt some QWL strategies "or else" may break the logjam (see last week's issue). A quick course in the subject, and a bibliography of other sources, is available in "Improving Productivity: A Public Relations Opportunity." Compiled by prr staff in January '83, volume includes essay giving philosophy & historical background, "Treating Workers As People: The Tentative Rise of QWL," by Pat Jackson. (90 pgs, \$20 from prr; a very few copies are left.)

CALLING THE OTHER SIDE NAMES IS AN EDITORIAL WRITER'S PREROGATIVE BUT BAD STRATEGY FOR PR PRACTITIONERS

Pat Buchanan, President Reagan's communications director, has given strong new evidence to the idea that journalists can no longer leap into public relations without being retrained. Public relations is the practice of negotiation, persuasion, accommodation where win-win is the goal. Polarizing issues rarely works. As a columnist & commentator who made no pretext to objectivity in voicing his partisan views, Buchanan was very effective. Similar tactics backfired when he labeled Congressmen opposed to aiding Nicaraguan rebels as Communists.

This gave opponents the chance to label Buchanan as another Joe McCarthy, the 50s senator whose wild accusations capped what some consider the most repressive decade in US history. Defeat of the Contra aid bill in the House was attributed to Buchanan's action. The House Democratic whip told reporters, "Scandalous, unfortunate statements (by Buchanan) questioning the patriotism of those opposed played a decisive role in swinging votes against" the bill.

"Pat Buchanan was our secret weapon," claimed another Congressman. Nationally syndicated cartoonist Conrad depicted Buchanan as a pitcher being coached by McCarthy, who is saying, "Hey, kid, you gotta get more slime on the ball." Contrast this with the successes of Reagan's first term when his chief advisors were public relations professionals.

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NEW WORKFORCE COMPOSITION CREATES OPPORTUNITIES FOR PUBLIC RELATIONS IN INTERNAL RELATIONS, SOCIAL RESPONSIBILITY & PUBLIC ISSUES; FAILURE MEANS SOCIETY & ECONOMY ARE IN FOR TROUBLE, SAYS BIZ ALLIANCE

1) School dropouts, 2) older workers whose skills are no longer needed, 3) a glut of educated baby-boomers whose upward mobility is frustrated are threatening an "economic & political shock," finds National Alliance of Business (NAB) in its study, "Employment Policies: Looking To The Year 2000." Problem will worsen in next 10-15 years. It's the domain of all organizations -- public & private. All the solutions include an important role for public relations.

Problems & Issues ¶1 of 4 9th graders will drop out of school. Rate is already 35% in industrializing states of Ga, Fla & Tenn. Drive for renewed excellence in schools may increase this number if attention isn't also paid to potential dropouts.

¶Youth unemployment will increase. Attributed to ineffective vocational counseling & job placement, lack of basic literacy skills.

¶23 million adults are functionally illiterate now. Among 17 yr olds, 40% can't draw inferences from written materials, 66% can't solve math problems of several steps.

¶Workers with critical skills will retire at an increasingly rapid rate. For example, average age of 300,000 US machinists is 58. Industry is training only 1/4 of the replacements needed each year.

¶Employees' deficiencies (reading, writing, speaking/listening, math) will add to organizations' costs thru greater remediation expenses, also thru lower productivity, higher supervisory time, poorer product quality.

New technology, stiff international competition, changes in consumer tastes & demographic shifts will cause pervasive mismatches between workplace needs & workforce capabilities. Growing cohorts of our working age youth & adults will lack the education & skills to obtain even their first entry level job. At the same time, most of those working today will need to enhance, if not acquire, totally new skills to remain employed.

Society cannot afford large segments of our population to be chronically unemployed with no hope for the future. If the problem is society's in general, it is also a specific problem for business. Inadequately prepared workers are not productive workers; low productivity & low economic growth will seriously jeopardize business' ability to compete in world markets. Furthermore, unemployed or underemployed workers are a poor market for business' goods & services.

-- Employment Policies: Looking To The Year 2000



What's Needed 1. Training must be sold to mgmts & employees. NAB reports employers already spend \$30 billion on formal job training & retraining. 1 of 8 working Americans receives at least 1 formal course each year. Still, "the workforce will not be adequately prepared to perform the newly created jobs without a more concerted effort by all elements in the public & private sectors."

2. Programs that encourage students to stay in school. Nat'l Education Assn's "Operation Rescue" is one. Nat'l Foundation for the Improvement of Education will administer. Public & private org'ns are urged to participate. Grants up to \$50,000 will be awarded. (Info from NFIE, 1201 16th St NW, Wash DC 20036; 202/822-7840.)

3. Key workers 55 & over should be encouraged to remain employed. In some occupations, they will be essential to meet labor shortages. In others, they can be teachers or new workers.

4. Child-care programs must overcome problems like the current insurance crunch. 2/3rds of the expected growth in the workforce will be women. Child care is important for morale & productivity.

5. Public transportation is a biz issue -- & funding is in jeopardy. Manufacturing has moved from cities to suburbs, taking low-skill jobs with it. Large numbers of potential workers in the cities need a way to get to these jobs.

6. Consensus must be obtained that public/private partnerships are necessary to create jobs in communities where business wouldn't normally locate & where there's high unemployment. "The business community can identify training needs & contribute resources; education & training institutions can provide suitable training; community & economic development agencies can offer incentives & special investment opportunities; community organizations can enlist volunteers & assist in economic development efforts."

7. Business should get active in the schools. Serve on local school boards; donate equipment; lend staff to help design curriculum, teach & assist in school mgmt; provide speakers; participate in teacher & counselor improvement programs, including exposure to the business world; provide work experience sites; "adopt" schools. Job opportunity info should be provided as early as junior high.

8. "Government should encourage efforts by offering incentives to make these activities more financially attractive to business." (Copy from NAB, 1015 15th St NW, Wash DC 20005; 202/457-0040.)

RESOLVING MIGRANT FARM WORKERS' DISPUTE WITH CAMPBELL SOUP IS CLASSIC EXAMPLE OF NEED FOR TRUST IN CONFLICT RESOLUTION

Jack Mongovan, pres, Pagan International (DC), gave prr the background on how his firm did it. Campbell Soup buys tomatoes from farmers in Mich & Ohio.

More than 1/2 the pickers are migrant workers. They started a union -- Farm Labor Organizing Committee (FLOC) -- and went to the farmers to bargain. Farmers refused. Said they had no problem getting pickers, felt no pressure to deal with the union. FLOC went to Campbell whose response was, "We don't hire pickers, how can we negotiate with your union?"

Frustrated, FLOC threatened to boycott Campbell. It enlisted the help of Ohio Council of Churches, Farm Workers Ministry of the National Council of Churches, various elements of the Methodist & Catholic Churches. They succeeded in putting

on the agenda of the National Council of Churches (NCC) a call for a nat'l boycott of the soup company. Campbell then went to Pagan for counsel.

1ST STEP: "CALM THE PARTIES DOWN." "It was important to gain time so that some movement could take place before a national boycott got going. Once that happens, it's very difficult to reverse," explains Mongovan. Meetings were set up between NCC & Campbell. "We worked closely with the head of FLOC, convincing him that Campbell was trying to operate in good faith...that they had been defensive because they felt under attack."

3RD PARTY COMMISSION FORMED. Campbell initiated formation of a commission headed by John Dunlop, former Sec'y of Labor, and funded by outside foundations. Members were church leaders, union leaders, people who understand labor negotiations. "All were independent of the conflict, familiar with the various interests involved, and held reputations beyond question." Campbell had no involvement.

WORK FOR WIN-WIN. Dunlop Commission met with all involved parties -- NCC, FLOC, Campbell & the growers. Campbell also helped form a growers ass'n so the union would have an entity to bargain with. And agreed to work closely with the ass'n to determine tomato prices which would allow growers to meet the requirements presented by FLOC. All this was done under the aegis of the Dunlop Commission. "Everybody agreed to the final solution. FLOC & NCC said Campbell Soup did the right thing. The boycott was called off. It was a win-win solution."

ATTENTION SPAN OF INDIVIDUALS IS GETTING SHORTER. AND SHORTER. SEGMENTING AUDIENCES IS ONE RESPONSE

Jean Way Schoonover of Dudley-Anderson-Yutzy (NYC) calls it the tv syndrome: "It's Miami Vice -- it's tv's frantic pace of communication -- it's the erosion of our audience's attention span.... Superficiality has been defined by an amazing new shallowness of intellectual involvement. This is the model we are presenting to our children, the next generation."

CBS-TV reporter Ron Powers calls it the art of fragmentation -- the continuing contraction of the attention span of tv viewers. He says the average length of a camera shot, whether news or sitcoms, is 3 seconds. "TV has subjugated story line to a parade of images, usually with no relationship to a logical presentation of facts. No beginning, middle, end. No proposition to conclusion. No continuity," comments Schoonover.

But in the midst of this erosion, she sees a bright spot. "Interested special constituencies -- segmented audiences -- are eager to hear news & information tailored to their areas. We have to stretch our creativity to communicate in the context and at the pace which our listeners will spark to."

One example of this stretch is D-A-Y's plans for Tabasco -- "a widely known product but one not widely known as a low sodium condiment." To communicate this,

Developing trust is a primary function of the public relations firm trying to resolve conflict. "Rafael Pagan, our CEO, happens to be from Puerto Rico & speaks Spanish. He invited the head of FLOC to have lunch with him at his home. So on a Saturday afternoon in shirtsleeves they spoke Spanish together over lunch on the patio. That was critical in building the trust necessary for the union to believe in things like the Dunlop Commission, or that Campbell was serious about wanting to do the right thing."