

4. Joint Planning is necessary if jurisdictional issues are involved. When several org's need to be involved, best to work with them in the "one window" approach -- evolving a shared definition of the situation, the alternative solutions & an evaluative procedure; maximizing creative solutions & minimizing interorganizational game playing. Process facilitation by a 3rd party may be necessary.

5. Mediation "is most likely when the conflict is mature, power is balanced between 2 parties, negotiation is seen by both as inevitable, and the agreement can be revised later if necessary. In many environmental disputes, some of these conditions are absent -- power is imbalanced, there are multiple parties, litigation is an alternative, and the agreement reached is irreversible (for example, a dam is built).

6. Litigation "still has a place despite criticism that it is slow, costly & divisive. But the adversarial relationship inherent in legal action often leaves both parties feeling antagonistic. Some kind of bridge-building activity is required before the Resolution stage is reached."

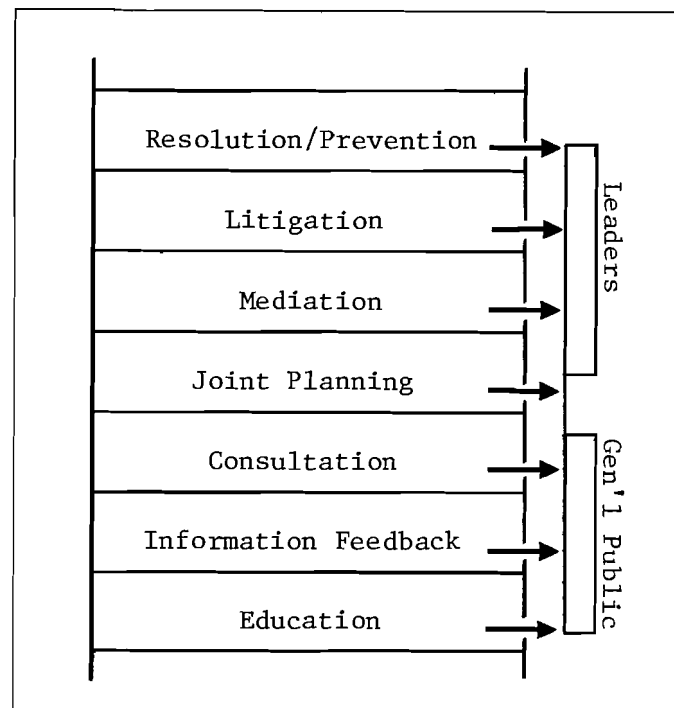
7. Resolution/Prevention. Some advantages of prevention: savings in time & money, technically better proposals because of public input, organization avoids a negative image, improved employee morale. Resolution, on the other hand, implies acceptance but not necessarily vigorous support. It requires that most of those involved have a sense of equity about the solution. They must believe that it is basically fair to all affected. If not, the agreement is likely to fall apart during or after implementation.

"In many organizational cultures, decisive action is an important value. Preventing and resolving public controversy may be seen as a sign of weakness. In these cases, an organization development process may well be needed to identify, evaluate and modify the organizational culture so that it is more appropriate for the broader social environment." (Complete text from Lincoln Filene Center, Tufts Univ, Medford, Mass. 02155)

WHO'S WHO IN PUBLIC RELATIONS

ELECTED. Chicago Public Relations Clinic officers for 1986-87: pres, Edward Morgan Jr. (ass't vp, Allstate); dir, Robert Gehrt (dpr, Santa Fe Southern Pacific); vp-prgms, C.R.

Werle (vp, corp rels, Leo Burnett Co.); vp-membership, Janet Hayes (gen'l staff mgr, employee info, Centel); sec'y-treas, Thomas Karow (dpr, Roosevelt U).



pr reporter

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RELYING ENTIRELY ON PUBLICITY AND WORD-OF-MOUTH TO CREATE AWARENESS SAMUEL ADAMS BOSTON LAGER BEER WAS INTRODUCED LAST YEAR -- SUCCESSFULLY

No print or broadcast ads were run. This in a competitive market where \$8 million per year for spot tv alone is considered the norm. Instead, 1st year pr budget (fee & expenses) was only \$36,000. It wasn't even a blanket publicity program.

"That wouldn't have worked. The story surrounding the beer is terrific. It's a question of how you tell it, how you unfold it. Nothing was more important than strategy," Sally Jackson of Newton, Jackson & Co. (Boston) told prr. Firm won a Bell Ringer Award from the Publicity Club of Boston for the pr plan it developed.

Boston Beer Company is small. Its formula might not work for others. But the principles underlying its strategy can be applied anywhere.

Marketing Objective Brewmaster Jim Koch precisely identified his market. Among drinkers of imported beer (20% of American market), 80-90% drink for image, he says. The remainder, those who drink for taste, are his target. His approach is to 1) provide rare quality -- "the difference in product quality must be so large that it is immediately evident on first taste even to ordinary beer drinkers"; 2) gain credible 3rd party endorsement -- it was voted the finest beer brewed in the US at the 4th Annual Great American Beer Festival; 3) personally introduce the product -- "I personally visit all my accounts to introduce myself and have people who make the beer choice taste my beer. That personal involvement matters."

Koch may be symbolic of the many execs who get bored with big business and want to go back to more personal enterprises. Notes one news report: "Koch, a marketing wizard who values personal contact, has made the rounds of all customers and hand-delivered lots of orders. He spent \$35,000 on the design of his label -- the only 6-color label in the USA, engraved from an original oil he had painted from Adams' statue on Boston Common. His company is run as a profit-sharing venture. Not only does Koch deliver his own brew, he writes what little promo has been put forth as yet (no advertising, except by word-of-mouth, which is powerful & effective enough to sell him out), signs the neck ring and mini-brochure hanging from the bottle, and personally hangs them on each bottle as he crates them."

"Even though the strategy was to create a brand identity without advertising, one of the first things I did was to hire the advertising agency and public relations firm that could position my beer correctly, help with name selection and packaging and provide an intelligent sounding-board for what I was doing," explains Koch.

REMINDER

Have you contributed your insights & info to prr's 22nd Annual Survey of the Profession? If not, now's a good time to fill it out & send it along! Your input is important.



EDITOR, PATRICK JACKSON • PUBLISHER, OTTO LERBINGER • ASSOCIATE EDITOR, JUNE DRULEY
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Publicity Program 1. First strategy centered on Koch as sole spokesman. "At the outset, we strategized what we could do to make news, e.g., a) his ancestors have been brewers for 5 generations; b) recipe dates back to the 1870s -- his great-great grandfather's; c) he has 3 degrees from Harvard; d) he gave up a \$1/4 million job to brew beer in a marketplace where everybody in the business told him he was crazy to do it -- a David & Goliath scenario. If you're going to do a David & Goliath, it's important for David to be visible. He's an excellent spokesman for his company & his product. He did all the initial work himself with the media and with bars & restaurants." Newton, Jackson issued no press releases the first 5 months. It developed a target media list & suggested story angles. Koch made the contacts.

2. When Samuel Adams Beer was chosen the finest beer in the US, Newton, Jackson issued first press release. This news hook & 3rd party endorsement was used throughout the summer.

3. In the fall, Koch began exporting the beer to West Germany -- the 1st US beer to be sold there. It had to pass a strict beer purity law which even German imports can't pass. Again, setting Samuel Adams Beer apart from its competition. A 2nd press release made this announcement.

4. Late fall, a hard-hitting strategy was used setting Samuel Adams against the imports. When the beer was introduced to the White House, a 3rd release was issued. "Its lead sentence is the best I've ever written," Jackson feels: "Samuel Adams, the rabble-rousing patriot whose family produced 2 of this country's first 6 presidents, is finally getting his shot at the White House."

Results After 3 months on the market, Samuel Adams Beer had achieved goals set for the end of the 3rd year. It's now 10 times ahead of sales projections. Because of its visibility, beer is in demand from distributors. Instead of 150 locations selling the beer, which was expected, it's sold in 1,500 establishments in 6 New England states plus Pennsylvania, DC & West Germany. "They say the way to have a good public relations program is to have a good client. He's a brilliant client."

PLACING "INFINITE IMPORTANCE ON EMPLOYEES"
TURNS \$16 MILLION '84 LOSS INTO '85 PROFIT

Dynascan (Chi) pres Jerry Kalov told prr, "We've moved decisionmaking down as low as we can, letting

people get a sense that there aren't any 'guys upstairs,' we're all just folks."

How is this message communicated? "Management by walking around. By being Jerry rather than Mr. Kalov. Not having the conspicuous amenities of office. Eating in the cafeteria. Increasing visibility. Communicating. Telling them what's going on in the company. Giving them a sense of participation. Can't do that with each employee, so we do it thru the management team -- by changing management's orientation so they're less supervisory."

The goal, says Kalov, is to make employees feel it's their company, "that they have a vested interest in it, they're important, they're influencers. Part of that is acknowledging their influence." An illustration of this is company's attempt to picture all 500 employees on the annual report cover. On the advice of the photographer, number was limited to 150. This potential problem turned into an opportunity.

Casting parties were organized in every department with a casting director chosen for each group. A lottery determined who would represent the group. Managers got into the spirit of the program and came prepared with megaphones, scarves, tams & director's chairs. Casting parties were videotaped as was the photo session which took place in the company's warehouse. Tape was shown in the cafeteria. Result was employees felt it was their annual report.

"You don't just do something like this unless it's in context with what's happening throughout the company." Emphasis on employees is evident in numerous ways:

1) frequent meetings with everyone to report on what's going on & giving everyone an opportunity to ask questions; 2) direct line to the president's office allows employees to call up and discuss any issue on their mind; 3) when production has a zero defect day, company celebrates by putting all coffee machines on free play; 4) several employee programs for safety, recreation, suggestions, company newspaper, etc; 5) personal letter from Kalov goes to each employee who receives a promotion.

SOCIOLOGIST OFFERS LADDER MATRIX FOR
DEFUSING CONTROVERSIES, FORGING
RELATIONSHIPS WITH ADVERSARIES

To enlist a reluctant management in building coalitions, Desmond Connor, Connor Development Services (Victoria, BC), has put together a systematic approach to "preventing & resolving public controversy." His model is depicted as a ladder. Resolution can come after any rung on the ladder. Toughest cases require working thru each step, each higher one building on each lower one. At times, several approaches will be used simultaneously. (See box on page 4.)

1. Education "usually calls for long-term, low-profile, relatively low-cost programs. Existing educational resources, such as schools & public affairs media programs, can often be used. The point is to provide people with a sound knowledge base before an issue arises. Once anxiety & hostility reach high levels, educating those affected becomes almost impossible.

2. Information Feedback is when "publics affected by a proposed change indicate they do not understand or accept it." Info is disseminated, views solicited. Formal & informal media may be used to spread info; reply-paid postcards or telephone hot-lines to gather feedback. Key is to have an accurate appraisal of what each party knows & believes about the proposal -- & each other.

3. Consultation "involves soliciting more possible solutions than were originally envisaged." It's an advisory process. Appropriate techniques include responsive pub'ns, open houses, planning workshops, advisory groups, reference centers.

REMORSELESS USE OF THE WORD "UNIQUE"

... is humorously attacked in a 6/10 WSJ article by Joseph Queenan, editor of American Business:

"In a 5-day study, we found that the word 'unique' turned up in 10.2% of our total mail, and in 42.7% of pr materials. Backgrounds, dishwasher filters, pizzeria openings, wall safes & 2-day seminars were all unique, as were support systems, pulse-jet dehydration units & 4-day seminars. Rare was the telecommunications firm whose products, marketing ploys or executives were not unique. One release mentioned a 'unique set of fingerprints,' another the 'very unique' feet of different runners."