

"The company structurally has to insist that its key people participate. You need a board with a committee on public policy to review community activities."

Priorities "The cultural climate is quite important to attracting industry & people. It isn't a frill at all."

"Our charitable dollars have changed with more going to the needy and the deprived because of this region's large structural unemployment problem."

Shrinking Corp Base While Pittsburgh's problems increase, corp execs are declining in number and increasingly being pulled in different directions. They advocate using a larger cross-section of the community to address its growing needs:

"We have created a culture that if you don't use the CEO, there is no other talent in the organization to be used, which is straight-forward ridiculous. Why shouldn't the retired CEO, the chief financial officer, or other responsible executives serve as trustees of a hospital or university or on other civic boards? I wouldn't exclude the CEO, but I would do away with the culture." (More info from UPittsburgh, Office of the Provost, 801 Cathedral of Learning, Pittsburgh, Penn. 15260; 412/624-4220)

#### ITEMS OF CONCERN TO PROFESSIONALS

What can happen when management doesn't know the difference between marketing & public relations is illustrated by American Express' counter-productive publicity exploitation of Super Bowl champion NY (NJ?) Giants. Before the game was even played, AMEX marketeers rushed to spend lots of bucks -- \$700,000 -- to pay for a ticker-tape parade in Manhattan. Did no one remember that the company also has customers in the West, home of the losing Denver Broncos? Or, more basic, that unless some business tie-in could be made for the event, the publicity would have little value beyond simple name awareness -- which AMEX already gets more of than almost anyone? When NYC Mayor Koch & Colorado Gov. Romer both decried the idea, the result was negative publicity for a week. Some Colorado radio stations urged listeners to stop using AMEX cards. Coverage made it clear these things are handled at AMEX by the marketing dep't. "It sure got us a lot of exposure for a few days," they explained. But of what kind, leading to what, if any, behaviors? What might the pr dep't have accomplished with that money?

The growing link between public relations & personnel was epitomized last week at AT&T. Marilyn Laurie, whose specialty has been employee comms, was named svp-pr. The man she replaced, Harold Burlingame, was moved to svp-personnel. He is a career public relations professional. Internal relations is fast becoming the major focus of the field, encompassing organizational culture programs, One Clear Voice employee outreach efforts and a multitude of activities utilizing employees, retirees or their families to build relationships with key publics.

#### Corporate Responsibility vs. Civic Responsibility

"The proper place for the support of community functions is the citizens of that community. So you get to a point where the primary function of the corporation is to provide wages to individuals who then have the opportunity of supporting the kinds of civic organizations that they ought to support as a citizen of that community. My problem is with the use of corporate resources. What is the relative responsibility of the corporation, as a corporation, as distinct from its employees acting as individual community members?"

# pr reporter

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#### ISSUE ANTICIPATION TECHNIQUES USED BY A NETWORK OF STATE GOVERNMENTS; PRACTITIONERS FROM PRIVATE SECTOR ORGANIZATIONS INVITED TO PARTICIPATE

Like all organizations, states are trying to "do more with less." In their case it's more responsibility for domestic policy, less federal funding. To reduce costly reactive policymaking, 2-yr old State Scanning Network identifies emerging issues.

Funding presently comes from foundations affiliated with leading corporations: Allstate, Atlantic Richfield, Dayton Hudson, HCA, 3M, Hewlett-Packard.

How It Works 1. Each state in the Network selects aides who scan publications, cite significant articles & reports, speculate about their implications and then send their summaries to the Council of State Policy & Planning Agencies (CSPA) in DC.

2. Summaries are reviewed every 2 months at a meeting of the National Scanning Board. Its 18 members, from all parts of the US, include futurists, corporate planners, lawyers, educational leaders & public officials. (For list, write prr.)

3. Issues selected by the Board are summarized in a "Report To The Governors." A database for each issue is being assembled -- reference bibliography, list of experts, examples of successful intervention. Eventually the database will be accessible to all Governors' offices by computer.

"Result will be a powerful method to help the nation's state policymakers identify emerging problems & opportunities, locate additional information & qualified experts, and learn from the early actions of others faced with the same challenges."

Initial Members 9 participating states are Colorado, Florida, Minnesota, Missouri, Nebraska, New Jersey, North Dakota, Oklahoma & Pennsylvania. 7 more are expected to join this year. "The outcome of the expansion will be better regional distribution -- more Western & Southern states. And with 15-20 states, we'll get enough information out thru the network," explains Cook. No attempt will be made to enlist all states since that is not necessary to scan issues.

This year "we're inviting corporations & nonprofit organizations to become involved. We feel they have as much a part in identifying solutions to emerging issues as they have in creating them. So we need to involve their perspective & viewpoints. As things get more complex, less & less will governments be able to handle these things by themselves. So we need to involve people from different sectors, not only to solve the problems but to be a part of the planning process to see what new opportunities & problems are on the horizon," coordinator Lauren Cook told prr. (Contact her at 400 North Capitol St, Ste.291, Wash DC 20001; 202/624-5824)



DOCTORS ALSO SUFFER  
LOSS OF BRAND LOYALTY;  
SURVEY TELLS WHY

In today's competitive healthcare climate, doctors need to be concerned about their patient relationships. Of 1,432 people surveyed, 37.2% report changing doctors at least once. Of these, 58.6% did so because they were dissatisfied with some dimension of their relationship or the quality of care provided (see box). 41.4% changed for neutral reasons -- e.g., they relocated (6.8%), doctor retired, relocated or died (25.4%), other (9.2%).

"These findings suggest that as simple a matter as making oneself more available to patients could reduce attrition by as much as 12.2%. And if a physician can determine what it is about his or her attitude that alienates patients, and work to either change the attitude or change the patient's perceptions of the attitude, then patient attrition could be reduced by an additional 16.3%," asserts Tom Moody, vp & gen'l mgr, The Marketing Prescription (Albuquerque), whose firm did the study.

What prompted the dissatisfied to change doctors?				
	South- western	North Central	Southern	All Respondents
Doctor's Attitude	15.8%	20.7%	16.4%	16.3%
Adequate Care Not Assured	14.9	20.7	24.6	17.3
Doctor's Availability	11.7	27.6	6.6	12.2
Too Little Time With Patient	2.3	0.0	3.3	2.2
Medical Problem Not Explained	1.8	3.4	0.0	1.6
Too Expensive	8.6	0.0	3.3	6.7
Inconvenient Hours	2.3	0.0	3.3	2.2
Excessive Waiting Time	1.8	0.0	3.3	1.9
Inconvenient Location	8.1	13.8	14.8	9.9
Found Better Doctor	32.9	13.8	24.6	29.5

NUCLEAR WEAPONS, STAR WARS, OTHER "MILITARISM"  
ARE MAJOR FOCUS OF RELIGIOUS PROXIES FILED FOR '87

Attacks on what religious organizations see as lack of corporate social responsibility are growing, according to Interfaith Center on Corporate Responsibility's listing of 165 stockholder proxy resolutions filed for 1987 annual meeting -- up from last year's 118. And those included "are only the ones ICCR is familiar with. There are probably others," a spokesperson told prr.

Areas challenged include: a) "militarism" -- weapons production, a major push this year, 2) South Africa, 3) infant formula (the issue did not go away with the Nestle boycott), 4) pharmaceuticals, 5) equal employment opportunity, 6) poison pills..."keeping voting structures the same in corporations."

Newest church-backed resolution is a challenge to the ABC-TV parent company, Capital Cities, for its upcoming miniseries "Amerika." Churches are concerned about the way mass media may be used to inspire militaristic attitudes among the public. The Friars of Atonement assert it "seriously distorts the image of the United Nations, presents static images of women & racial minorities, and poses the implausible theory that the Soviet Union could invade & occupy the US." Lee Iacocca apparently agrees. He pulled \$7-million in ads.

Friars, with \$490,000 worth of shares behind their resolution, are asking for reasonable balance in programs containing controversial themes & issues of public importance, and for criteria to ensure use of racial minorities & women in acting roles & production crews. (Proxy packet listing resolutions filed by ICCR for 1987, \$4.75 + postage & handling from them at 475 Riverside Drive, NYC 10115; 212/870-2293)

SURVEY FINDS WHAT TV STATIONS WANT  
IN PUBLIC SERVICE FILMS; 5-MIN MOST SOUGHT

The 2 hottest public service film subjects are 1) consumer info & 2) health, according to program directors at commercial tv stations in the top 100 markets. Next most desired subjects are 3) travel, 4) crime control, 5) hobbies. Least interest is in films about food, gardening, car care, human feelings. Other findings from Walter J. Klein Company's (Charlotte, NC) annual survey:

- A. 84% want single-shot films -- one movie per subject rather than a series of 3, 13, 26 or more.
- B. Big name hosts don't mean much to tv program directors. 7% say it's important for a star to appear. 45% are on the fence. 47% say it's not important.
- C. Stations prefer 5-minute, quarter-hour & half-hour programs, in that order.

TOUGH TIMES FORCE COMPANIES  
TO CONCENTRATE ON DOING WELL  
BUT NEED TO DO GOOD PREVAILS

AP story lead: "Many CEOs say their first responsibility is to their corporations and not to communities where their manufacturing plants are located or to their displaced workers." Grabs

attention but its implication -- that CEOs are championing their organizations at the expense of society -- is misleading.

Recently completed study, source for the AP story, asked 19 CEOs & 2 univ presidents in the Pittsburgh area what their organizations' responsibility is to the communities in which they operate. Unanimously, they feel their most significant contribution is thru jobs provided & income employees earn. But...there is consensus that they have responsibilities to their communities, too, "because it is the right thing to do and it's in their self-interest to act responsibly," report UPittsburgh researchers Roger Ahlbrandt Jr. and Morton Coleman. Respondents share their views on corporate social responsibility:

Overall Philosophy ¶"We want to keep the community a good place to live so we can bring in new people. We live here ourselves, so from a selfish point of view, we want a good community."

¶"Corporations have, as part of their primary role, a responsibility to the communities in which they reside. Unfortunately, the degree to which corporations accept that responsibility and how important they are to the communities and the social fabric of our country in particular is not well understood."

Determining  
Priorities

In smaller org'ns & large org'ns with no foundation, the CEO plays a pivotal role. Even with well staffed corp foundations, the CEO usually reviews recommendations & may change priorities. Says one CEO: "When giving out those dollars, I have to be accountable for them. They are dollars of the shareholders in the final analysis, and I have a responsibility to be innovative & selective as to where they are allocated."