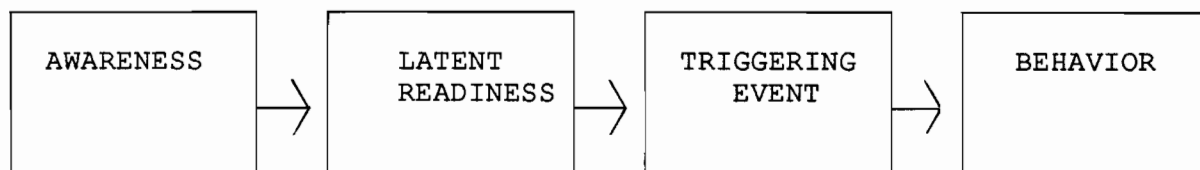


**MORE ON BEHAVIORAL PUBLIC RELATIONS:
IT GIVES NEW FOCUS TO RESEARCH; ADVERTISING LEADERS
PREDICT THEIR WORK WILL MOVE IN SAME DIRECTION**

The behavioral model of public relations (below, described in the July 30 issue) inevitably supports Derrick deKerckhove's dictum: PR no longer means public relations -- dealing with mass publics. It now means personal relations -- or at least personalized (pr 6/29/87).

1. Diffusion process, or 2-step flow, shows that communications primarily serves the awareness function. It contributes to negative or positive latent readiness -- but has little or no power to drive behavior, except in cases where there is no resistance & people are waiting to learn how, where or when to carry out a certain behavior.
2. The more typical decision to act in one way or another is primarily influenced by peer interactions or opinion leaders. These are personal activities, whether 1-on-1 or in a group. They involve actual face-to-face relationships, or the closest possible substitute.
3. Even when the decision to act is made -- i.e. very high latent readiness to behave in a certain way -- a triggering event is necessary to allow the behavior. You may decide that your next car is going to be a Zippy, but until your present car needs replacement that remains a tentative or probable behavior. If you have engine trouble tomorrow, or someone offers to buy your car -- that may trigger action.

BEHAVIORAL PUBLIC RELATIONS MODEL



GOAL OF RESEARCH SHIFTS

Mere polling or vague probing of attitudes or opinion is even less useful now.

Statistical samples of mass publics have long been unreliable -- since 80-90% of respondents won't act on their opinions, either 1) because the subject isn't on their agenda or 2) they will experience no triggering event.



- A. New research goals are more definitive: 1) Exactly who and how many have become aware, so tactics may switch from creating awareness to building latent readiness. 2) How strong is latent readiness, and what is influencing it positively or negatively. 3) What triggering events are likely to provoke behavior. Practitioners with this data can move publics to action.
- B. Subsidiary research objectives include: 4) determining how a public became aware, 5) which opinion leaders are most influential, 6) which triggering events in the past have in fact motivated behavior. Behavioral questions -- "have you ever actually done this?" -- become primary, replacing "how do you feel about this."

**AD AGENCIES ARE
THINKING THE SAME WAY**

"The 90s will be a decade of 1-on-1 advertising," the CEO of Ogilvy & Mather told an LATimes columnist in December. "Advertising will become much more personal as industries try to zero in on their targets."

For instance: Cable tv commercials beamed to individual households & specially selected for them. Magazines with ads containing the name of the subscriber, written especially for them based on research data about them.

Some ad execs say that in the 90s market researchers "will stop at nothing" to get data on consumers. Stan Freberg puts it like this: "It's J. Edgar Hoover as J. Walter Thompson."

Adds Leo Burnett's pres: "The Holy Grail will no longer be an ad recall score. The question won't be, 'Did you remember the ad?' The question will be, 'Did it persuade you to act?'"

Bozell's chief notes "in-depth psychology" will be key. "We will all need a deeper understanding of what makes people tick."

**STEPS TOWARD DESIRED BEHAVIOR
MUST BE CAREFULLY CALCULATED**

Sociological research -- actually observing peoples' behavior rather than asking them about it -- moves to the fore. Researchers have long wrestled with respondents' inability to objectively describe -- or remember -- their real lifestyles, behavior, even attitudes. Key now is to discover the step-by-step process that leads someone to buy a product, switch brands, vote for a ballot issue, decide to shed a habit, etc.

For instance: in most cases, especially if there is a large financial stake or risk of ridicule by one's peer group, people don't move from awareness directly to the ultimate behavior, such as making the purchase or starting a diet. The objective is to find out the steps along the way -- & appeal to publics to move thru those steps. This is different than continually badgering them to give the ultimate behavior, which is what pr & advertising mostly have been doing.

Since various people will be at different stages of readiness, targeting personalized messages is essential -- in order to urge them to take the next step in their progression. Again, the declining power of one-size-fits-all mass communication is evident. Say research shows dieters most typically a) suffer an embarrassment for being overweight, b) start searching for a diet they find comfortable, c) ask a friend for advice or reinforcement, d) go to their doctor -- and then plunge in, but only e) to falter and start over. Appeals and activities can now focus on moving target publics through each of these steps sequentially.

**OPPORTUNITY: WORKPLACE-BASED PROGRAM
HELPS EMPLOYEES HELP THEIR CHILDREN LEARN,
HAS POSITIVE RAMIFICATIONS FOR EMPLOYERS**

"Linking Home and School through the Workplace," designed by the

Work In America Institute, a) helps employees improve their children's performance in school & b) encourages employees to take advantage of educational opportunities offered by their organizations. Practitioners can bring this practical solution to their clients or employers.

Recent research shows that a child's success in school is directly related to parental interest & attitudes toward education. But participation in school functions, reading to their children or any other motivational activity is limited due to the long hours that most parents work. Offering this program through the workplace is logical, convenient and an example of ESI (enlightened self interest).

Using their own trained leaders, organizations conduct workshops on any of five subjects: 1) Family Reading, 2) Family Math, 3) Family Science, 4) the use of television to develop children's thinking skills, and 5) a parent's Question and Answer Library. Workshops take place before or after work, or at lunch hour.

Institute pres Jerome Rosow explains "'Linking Home and School Through the Workplace' provides:

- a) a positive & workable way for employers to support the family life of their employees,
- b) simultaneously lower employee stress on the job, thus
- c) increasing productive worktime and
- d) reducing absenteeism & tardiness related to children's problems at school. It also
- e) provides a non-threatening and highly motivating environment to encourage parents to strengthen their own basic skills needed for improved job performance."

(More info from Jeri Darling at 914/472-9600)

**PERSONAL & FAMILY PROBLEMS,
NOT SUBSTANCE ABUSE, IS
BIGGEST PRODUCTIVITY DESTROYER**

difficulties as having the greatest effect. Only 22% named drugs.

Chicago Tribune reports an American Psychological Assn survey of hr execs in which 57% rank marital and other personal

Nearly every workplace has a drug & alcohol program. Most have stop-smoking activities. Many have elaborate wellness centers. But few are willing to help employees tackle the biggest danger. Respondents cite stress from marital problems, divorce, finances & children as most affecting workplace performance. Psychologists say they are more treatable than addictions -- but management must face fact that good mental health is as important as physical health.

PR dep'ts can take the lead in getting this problem out of the closet. Experts say employees do bring personal problems to work, so it is in everyone's best interest to help eliminate or control them. Solving this one will add substantially to productivity & morale -- a bottom line contribution.

Johnson's Wax offers free, confidential psychological help thru its Center for Counseling & Personal Development, located away from the worksite. Surprisingly, survey found more small businesses than large organizations have assistance programs for personal problems. One psychologist notes drug issue gets handled because we have a federal drug czar. He suggests a czar of marital & family problems.

ITEMS OF INTEREST TO PRACTITIONERS

- ¶ Educator Internships Are Growing in Popularity & Ketchum's (Pittsburgh) arrangement with Ohio State's Llyle Barker is a good model. The "summer exchange program" gives the teacher practical work experience to take back to the classroom. Barker teaches staff members via 3 seminars a week & also gives lectures for clients, prospects & others. Before becoming a professor, Gen. Barker was US Army chief of public affairs. U Florida has a well developed program. PR chair Jack Detweiler has done several stints with various organizations, as have others.
- ¶ Another Newsletter for Managers & Professionals Involved in All Types of Written & Oral Communication. Effective Communication includes practical tips for improving writing, ideas for boosting response to direct mailings, guidelines for meeting customer expectations, hints for avoiding communication pitfalls, communication case studies. (Published every six weeks; \$89 for two years from SBI Associates, 12 Indian Head Rd, Morristown, NJ 07960. Sample copy, \$2)

WHO'S WHO IN PUBLIC RELATIONS

Retired. Robert Van Riper, from Financial Accounting Standards Board. FASB is rewriting rules & language of accounting. His job was to see proposed changes got input

from as many involved parties as possible. Then came seeing that everyone affected was aware of the changes & negotiating around the inevitable gripes.