

Girls' Boarding schools contracted a pr firm to tell the confectioner they were displeased with the depiction. Replied Mars, "It is unfortunate the Coalitions did not see fit to contact somebody in the company before utilizing the resources of a public relations counselor."

2. **PETA targets L'Oreal's pr department.** When People for the Ethical Treatment of Animals alerted actress & product rep Isabella Rosellini to the company's animal testing policies, it was pleased to get what it believed to be a sincere response in the form of a handwritten letter. But "We have now learned that her letter was 'developed' for her by L'Oreal's pr department," says PETA News. In a list of offenses by L'Oreal, mag includes "hiring pr firms to deal with the onslaught of consumer pressure." Will pr bashers next expect President Bush to write his own speeches?

#### ITEMS OF INTEREST TO PRACTITIONERS

**Sign Of The Times From A Membership Publication:** "The *Quarterly* has become the *Seldomly*. This issue marks the *Secondly* in what promises to be a *Thirdly* format. We will publish in March, September & December. Believing in quality & frequency of communication rather than quantity, the format has gone to 16 pages for the first two issues. If we can afford it, the December issue will contain 32 pages."

**Guidelines Help Organizations Prepare For Disabilities Act.** By 7/92, organizations with 25+ employees must comply with Americans With Disabilities Act, passed last summer (prx 9/17/90). PR ramifications are many. Law says compliance means equal employment opportunities, accommodations for wheelchairs, public access. But how does ADA define "disability" & "accommodations"? What are the costs? National Easter Seal Society provides direction with: 1) guide to the law; 2) 14-page booklet/checklist; 3) video; 4) workbook illustrating job accommodations & technology. For prices, call 312/726-6200.

**Why Is It That Calling PR Teaching Departments At Reputable Schools** can be such a time-consuming occupation? They have the most primitive external communications systems, e.g. no answering machines, at least 10 rings before anybody picks up (if anybody does), "I'll see s/he gets the message" in a lackadaisical tone, no after hours system, mail not dealt with in absence. Solution is usually to call the home number -- tho for understandable reasons, most departments have a policy of not giving them out. Even if departments lack money, they can still train people to offer assistance, inquire about the urgency of the request, and even politely ask about the purpose of the message in case someone else can help.

#### WHO'S WHO IN PUBLIC RELATIONS

**ELECTED.** Institute of PR Education Trustees: William Quigley, dpr GM; Willard Nielsen, vp-pr Johnson & Johnson; William Tremayne, svp-pa, Prudential Insurance; Larissa Grunig, U of Maryland, as chr,

Educator Advisory Committee. ALSO: Institute moved from NYC to 3800 South Tamiami Trail, Sarasota, Fla. 34239; 813/955-5577

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## SILVER ANVIL WINNERS SHOW BACK-TO-BASICS IS TREND, PROVE AGAIN THAT BEHAVIORAL CHANGE RESTS LESS ON MASS MESSAGES AND MORE ON PARTNERSHIP FORMATION & PERSONALIZED TECHNIQUES

Winners of PRSA's 1991 Silver Anvils demonstrate casehardened pr principles & practices still work -- maybe more so in uncertain times:

**RESEARCH IS THE STARTING POINT** 1. Faced with a 20% decline in enrollment in 5 years, **Baltimore's Archdiocese** got aggressive in promoting Catholic elementary & high school education. Along with the Adams Sandlar firm, it: a) **surveyed perceptions** of adult public thru **omnibus study**; b) **interviewed** administrators, principals to determine problems; c) **analyzed enrollment stats** and compared statewide demographic stats of populations & enrollment trends; d) **analyzed past press coverage** & literature on trends & issues in Catholic education; e) **conducted attitudinal survey** of administrators, teachers, parents & clergy.

**DEMONSTRATING CONCERN IS KEY** 2. When **Saturn Auto** wanted to locate in Spring Hill, Tenn, it faced: a) anti-union sentiment in the community; b) questions about minority & outsider acceptance; c) problems from unpopular caveat that first 3,000 jobs go to imported GM union members, not Tennesseans. Saturn designed a **5-year program that started with an evaluation of the area's publics**. It obtained a round up of local viewpoints from civic leaders & citizens. Later, a community survey was conducted to determine Saturn's community relations status.

Saturn positioned reps at City Hall to answer citizen concerns **personally**. A chief worry was about the beauty of the area, so company: a) removed trees from the site & planted them in a special grove; b) built berms in front of plant; c) preserved historic homes near the site and surrounded area with a refurbished picket fence. "By **getting together** with people and showing **interest in their needs**, the community began to see Saturn not as a company, but as people," Hank Dye, Dye, Van Mol & Lawrence (Nashville), told prx. "Interpersonal communication is always the best kind."

3. Letters, demonstrations, boycotts, media attacks & municipal ordinances against its packaging indicated **McDonald's** was perceived as an enviro offender. With Earth Day approaching, chain needed to show itself as a leader on enviro issues. "McRecycle USA" strived to stimulate the market for recycled products by "closing the loop" for all types of materials. McDonald's purchased \$100 million of recycled goods for construction, remodeling, & equipping of its restaurants and continues to administer a registry service for suppliers & manufacturers of recycled products.



**RELATIONSHIP  
BUILDING WORKS**

4. When **Atlanta** became 1 of 6 nominees to host the '96 Olympics, its selection seemed unlikely. Athens was a shoo-in because it had hosted the first modern Games 100 years ago. Toronto & Melbourne are greater international cities. But Atlanta was selected largely because it sent a **delegation of teens to the conference in Japan to meet & mingle** with judges. Perhaps drawing from fellow Georgian Jimmy Carter's '76 election strategy, committee knew clean cut youth create a persuasive presence. As it turned out, they contrasted sharply with a group of Olympic protesters from Toronto. "Quite a few of the committee members say the kids made a big impact, and the mayor credited the 'Dream Team' for having a significant role," Jim Gray, Manning Selvage & Lee, told prr.

5. Technical & economic changes have both fueled the demand for CPA services & streamlined CPA firms. As the profession braces for recruiting difficulties, **Pennsylvania Institute of CPAs** launched "PICPA Recruits Tomorrow's CPAs." Program sent **100 CPAs statewide to be mentors to local high school & college students**. Together, mentors & students attend chapter meetings & other professional functions to discuss trends & ideas.

**OPEN & HONEST  
COMMUNICATION**

Increasingly, organizations caught in a quagmire are coming forward and not only admitting foul ups, but incorporating them into their message strategies.

6. **Ohio Lottery** was losing revenues because players didn't like the Super Lotto game. OL faced the possibility of being unable to meet its financial commitment to state education, and that created more bad feeling. OL decided to scrap old game & introduce a new one, but first it implemented a 2-phase communication strategy: a) acknowledge error via press conferences, articles, etc., & answer concerns of Governor's office, state legislators, players; b) after dust settles, introduce new game. [This is known as applying the "rule of abuse," which states those who feel abused can't hear messages until abusive behavior is removed &/or acknowledged.]

**GRASSROOTS  
INVOLVEMENT**

7. Prostate cancer kills 32,000 American men annually. So **Schering Lab**, which sells treatment Eulexin, developed Prostate Cancer Awareness Week. **National grassroots screening program involved a network** of hospitals. Each of the 200 sites was given a goal of screening 25,000 men. **Alliances** were formed with physician & consumer groups. Sales force was given **local ownership of program** to build relationship with physicians.

**GO FOR THE  
HEART FIRST**

8. When **Crayola Crayons** wanted to introduce new colors, it built a campaign around the **public's sentimental attachment** to the product. The fact that everyone grew up with Crayola is, according to the company, well documented by thousands of letters & phone calls. Rather than try to play up the introduction of several new colors -- pretty routine stuff -- Crayola interested the media in helping (massively) to retire 8 of the classic colors, enshrining them in a Crayola Hall of Fame, then officially introduce the new ones.

9. **Peanut Advisory Board** faced a more formidable challenge. It wanted to get consumers excited about a product that hasn't changed at all. Using

the same linkage to growing up in America, it staged a 100th birthday bash (pr 4/17/89) with mini-events all year long to stretch the available publicity opportunities.

10. **Statue of Liberty-Ellis Island Foundation** needed funds to complete the restoration of the statue and build a museum. Research showed donors who had contributed felt lost amidst the commercialism of the Liberty Centennial, and the media felt it had been too costly. So strategy included: a) positioning Ellis Island as **a symbol of all immigration** to the US, b) and therefore to the nation's ethnic diversity; c) highlighting the emotional historic realities to avoid comparison with the commercial aspects of the statue's Centennial.

**ORGANIZATIONS' RESPONSES TO EXTERNAL  
PRESSURES DETERMINED BY INTERNAL CULTURE**

"When activist groups such as environmentalists press a corporation to be more responsible, the organization's dominant cultural values will drive its response," says David Dozier, San Diego State U. Dozier is part of a team of scholars working on IABC-sponsored study, "Excellence in Communication Management." Findings so far include 2 basic types of corporate culture:

1. **Authoritarian.** Emphasizes tradition, authority, top-down communication. Hostile to ideas from the outside, seeks to dominate those who disagree with the organization's policy or actions.
2. **Participative.** Emphasizes teamwork, innovation, 2-way communication. Open to outside ideas, seeks to negotiate rather than defend.

"Sometimes the most effective strategy may be to dominate outside threats. Other times, negotiation and accommodation work better. We want to find out to what extent such responses are strategic or simply reactive."

While effectiveness is every manager's aim, responses to external challenges seem to be based on the values of the organizational culture rather than a strategy developed for the particular case.

**EMPLOYEES FAVOR  
PARTICIPATIVE**

When employees in **participative** organizations were asked how they would run the organization, most indicated they'd manage the same way as those now in power. But employees in **authoritarian** organizations say their personal goals differ from those of their organizations, feel the culture stifles innovation.

**PR'S INVOLVEMENT STILL AN OUTRAGE  
FOR THOSE MISINFORMED ABOUT THE FIELD;  
THICK SKIN IS A JOB REQUIREMENT**

Unfortunately, some still cry foul whenever pr attempts to mitigate a difficulty:

1. **Mars Candy's sticky situation.** Company ran an ad showing a girl behind bars in an all-girl school. Coalition of Girls' Schools & Coalition of