

"Research isn't done very frequently. Once an initial Classify survey of the customer base is conducted, you need only update for new customers. We've done some research and found that people move among the segments but the characteristics of the segments don't appear to change over a short period of time, something less than 5 yrs." The Link product is updated yearly. (More info: EPRI, 3412 Hillview Ave, Palo Alto, Calif 94303)

#### SEGMENT DESCRIPTIONS AND PERCENTAGE OF U.S. CUSTOMERS

<b>Pleasure Seekers</b>	(22%)	Like all the benefits: comfort, safety, appearance, personal control of energy use, convenience, and high-tech appliances. Show cost concerns.
<b>Appearance Conscious</b>	(18%)	Exhibit appearance and safety concerns. Less likely to monitor energy use.
<b>Lifestyle Simplifiers</b>	(17%)	Show less concern about most needs/benefits: comfort, high-tech appliances, monitoring electric usage, personal control, convenience, or appearance of home. Fall into low income student or renter category.
<b>Resource Conservers</b>	(17%)	Exhibit concern about budget & environment. Accept utility controls for cost savings.
<b>Hassle Avoiders</b>	(13%)	Minimize hassle in buying appliances. Want personal control. Worry the least about cost or safety.
<b>Value Seekers</b>	(13%)	Invest time in buying appliances (comparison shop). Use the most conservation measures. Exhibit limited concerns about safety or appearance.

#### GOOD USE OF PERSUASION TECHNIQUE IN DIFFICULT SAFETY PROBLEM

It's Pittsburgh campaign urging kids to wear helmets for biking & skateboarding. Resistance is

based on helmets not being cool, possibly sissy. Allegheny General Hospital teamed with Board of Education in public awareness campaign featuring local pro teams from sports in which helmets are worn -- hockey & football & baseball (batting helmets). Theme: "Helmets...All The Pros Wear Them." Scholars call this the Association Method: linking your idea to one that is well accepted. (Materials available from the hospital @ 412/323-5165)

#### WHO'S WHO IN PUBLIC RELATIONS

**HONORS.** NSPRA Presidents Award, orgn's highest, to Bill Banach (Wm. J. Banach Assoc, Romeo, Mich). First recipient of Eugene T. Carothers

Award, for "outstanding service in the fields of human rights & human relations," is Sam Zimmerman, longtime school practitioner.

#### STUDY FINDS MANAGEMENT-DESIGNED PROGRAMS FOR EMPLOYEE INPUT IN ORGANIZATIONAL DECISIONMAKING MAKE EVERYONE FEEL GOOD -- BUT DON'T PRODUCE PRODUCTIVITY GAINS; REAL PARTICIPATION NEEDED

"For collaborative problem-solving to succeed, it must be possible for employees to achieve outcomes **that also empower them**. In management-initiated schemes, the narrow focus & limited objectives are quite possibly frustrating these aspirations, undermining the trust & commitment so necessary for success." So report 2 Carnegie Mellon U investigators who surveyed employee participation & employee involvement programs at 1000 US manufacturing plants of all sizes.

#### EVERYBODY'S DOING IT, BUT...

About 70% have employee problem-solving committees of some type. They are generally praised by both management & workers. Productivity data, however, show

these organizations are 25% to 45% less efficient than ones without programs.

Participation is usually expected to lead to 1) higher productivity, 2) greater job security, 3) power-sharing. Study finds these goals interpreted differently. Managers expect a) productivity & quality gains plus b) reduction of the adversarial nature of labor-management relations. But union leaders support the idea in order to seek improvements in quality of work life -- job redesign, learning new skills & technologies, adding variety to tasks.

Another statistic suggests American managers may not be ready for participative programs -- or that workers don't believe they are. In Japan, Mitsubishi receives 100 suggestions per employee annually. Canon gets 70, Pioneer Electronic 60. The US average is 1 suggestion for every 7 workers.

Managers' intentions seem good: National Ass'n of Manufacturers is promoting worker participation as the "wave of the future." But is the "MBA mentality" of using pr & hr techniques in manipulative ways to achieve **management's** goals still alive? It's an opportunity for practitioners to show **how** participation builds relationships, that **then** lead to self-worth, morale, commitment, productivity, quality & pride -- in that order.

#### VALUABLE JOB FOR PRACTITIONERS

Key is training -- to show how improved internal relationships & communication "clear the path" for organizational goals to be achieved. There is something in it -- big time -- for managers. Participation is not a sop for workers.

Since this is the essence of the public relations philosophy, pr dep'ts & counselors should initiate or have a role in this training -- because there is definitely extra value in it for them, too. This can make managers at all levels aware how the same relationship principles apply to external publics.

**UNIONS MAY BE AN ADVANTAGE HERE**

Plants with unions did best with participation programs. Authors feel unions' experience in such matters, plus fact they're structured for them, leads to this result. Current Harvard Business Review article agrees: "A new model of unionism is emerging that puts unions at the center of improved company competitiveness."

Real gain for pr in this trend could be **improvement in workplace culture**. HBR notes, "To American managers, unions are part of the problem. In the most competitive countries, they are part of the solution." More evidence that the internal problems are not arising from workers, but from an autocratic managerial viewpoint. And true not just in manufacturing but even in schools & hospitals, where lack of power-sharing has led to constant warfare.

"While employee participation/involvement programs may positively influence both employees' & managers' **perceptions** that conditions have improved -- there is mixed evidence that it has any tangible effects on **behavior**," conclude study authors Maryellen Kelley & Bennett Harrison. In pr terms, however, this condition is a fine start -- a jumping off point for many types of improvements in the culture that can lead to improved competitive standing.

Another pr gain is a workforce ready to go forth to customers, community & officeholders supporting organizational positions -- the touted **One Clear Voice**.

Since one bottom-line value of pr is removing executive isolation, and another is anticipating issues & opportunities, the situation begs for practitioner leadership within organizations. (Study & article available from pr)

**PR WORLD CONGRESS URGES PRACTITIONERS, BOTH PERSONALLY & FOR CLIENTS/EMPLOYERS, TO HELP ENDANGERED CHILDREN EVERYWHERE**

IPRA's International Awareness Committee on the Status of Children is "**the most significant**

**public service initiative ever undertaken by the public relations profession**," notes chrm Ray Argyle. A closer look also shows significant social responsibility programming opportunities.

Committee wants to secure voluntary work for causes serving children, in order to create international demand to "address the problems of a) early childhood disease, b) malnutrition, c) homelessness, d) premature death." Practitioners, students or classes, chapters can participate. (Info from him at 2 Berkeley St., Ste 503, Toronto M5A 2W3; 416/363-8779)

On the premise that doing good helps organizations do well, some ideas:

1. Pills to save a child from dehydration cost just 7 cents. Employees raising \$7,000 could rescue 100,000 children! Dehydration is what kills undernourished children when they get diarrhea.
2. The 6 killer diseases afflicting childhood can all be avoided thru inoculation. If a large corporation doing business worldwide wants to be viewed as the ultimate concerned neighbor, it could affordably provide the vaccine to take care of whole nations, even continents -- according to UNICEF statistics.

"How economically ethical is it for us to let 14 million children die yearly from curable diseases & starvation without taking action?" asks IPRA president Charles van der Straten Waillet. Our rationalization is that it doesn't happen in our country. But as Sir Peter Ustinov told the World Congress, if you check the data, it does -- "in the sinister hiding places of large cities" & rural slums. 40,000 infants die yearly in the US.

**KEY TARGETING TREND -- SEGMENT CUSTOMERS BY PURCHASE BEHAVIORS; EPRI MODEL IS INSTRUCTIVE EXAMPLE**

Segment your publics by how they respond to subject matter that is specific to **your** organization.

Electric Power Research Institute has developed an energy needs based market segmentation system for utilities. Its Classify model is based on the premise that a relationship exists between customer characteristics and their purchase behaviors; that the former drives the latter. "The traditional marketing approach was to sell the engineering characteristics of new technology. Members have seen a significant difference since using this model," Thom Henneberger, sr project mgr of customer systems div, told pr.

Classify's residential model, introduced in '89, categorizes customers in 6 segments (see box). Its commercial model, still being completed, will be out later this year. It will have 9 segments, as yet untitled.

Within the Classify model is a family of products. One piece -- a market survey instrument -- is a battery of 24 attitude statements that customers respond to on a 1-6 scale, strongly agree to strongly disagree. Classify software processes this info, identifies to which segment each respondent is likely to belong, gives an estimate of the population of each segment. "People have different values and different needs. They find various technologies appealing to them for reasons of their own. Knowing that, we can then describe the technology in a way that will relate to their dominant need, e.g., hassle avoiders want energy products that are easy to locate, convenient to operate. So they're directed to a local store and instructions are clearly written and easy to understand. The idea is to make people aware in ways that they place a lot of value on."

Classify Link, another product, associates Classify segments with a geo-demographic market segmentation system called Microvision. Together these 2 systems can locate segment members at a ZIP+4 level.