

- "I am convinced that public relations is not only experiencing a Renaissance, but that we now have new opportunities to lead & to elevate."

## CHARTING THE APPLICATION OF RISK MANAGEMENT TO ALL ACTIONS

### In threat situations,

eg chemical manufacturing, Known Hazard + Resulting Outrage = Risk  
pollution, landfills etc:

### In normal situations,

eg employee relations, Potential for + Resulting Outrage = Risk  
shareholder com'ns etc: Misunderstanding

See pr 1/6/92 for a full exposition of this emerging strategic consideration. Or fax/call for a copy.

## ITEMS OF INTEREST TO PROFESSIONALS

¶ **HARVARD LAW SCHOOL USURPS PR OPPORTUNITY.** "Dealing With An Angry Public: Protecting Your Reputation & Your Market Share" is being offered thru the MIT-Harvard Public Disputes Program -- a component project of The Program on Negotiation at Harvard Law School. "I got this [program announcement] in the mail this morning & immediately thought this should be sponsored by The Program for Failed Public Relations at Harvard!" David Geary, Leadership Communications Counsel (Bolingbroke, Ga), wrote to pr.

¶ **IS PURPOSEFUL SEMANTIC CONFUSION AN ETHICAL TACTIC?** Christian Coalition, political organization formed by religious right leader Pat Robertson, says its number one opponent is American Civil Liberties Union (ACLU). So it's formed American Center for Law & Justice (ACLJ) to "pursue the ACLU."

¶ **MAILING FOR NEW MAG EPITOMIZES WHAT'S NEEDED TO GET READER ATTENTION NOW.** Library of Congress joins Smithsonian as publisher with "Civilization." Envelope (with usual messages on outside) is No.14 (5x11.5) -- larger than usual No.10, smaller than 8x10s, but sticks out of any pile. Simple 1-pg 2-sided letter, but unusual 1,2,3 technique: *separate color folders* numbered 1, "The Library of Congress"; 2, "Your Membership Benefits"; 3, "Plus a New Magazine for the Nation." For maximum response, return card emphasizes "Send No Money." Just say you want to review the charter issue.

## WHO'S WHO IN PUBLIC RELATIONS

**RETIREES.** Ann Barkelew as vp-corp pr, Dayton-Hudson (Mpls). Leader in PRSA & its College of Fellows, ex-pres NSPRA, one of most sought after speakers. Went to top corp job from dpr, Los Angeles County Schl Dist -- paving way for many who used firing-

line schl experience elsewhere.

**MILESTONE.** Denny Griswold, founder of PR News 50 years ago, will be honored at a black-tie event on Oct 26 in NYC for her lifetime contributions to the profession.

## STUDY REINFORCES CENTRALITY OF COMMUNITY RELATIONS IN PR

Community relations can shift from "a peripheral function" to "an integrated part of overall strategy" if implications of Pitney-Bowes sponsored research are heeded, says Center for Corporate Community Relations at Boston College. Key trends as community relations moves into the 21st C:

1. **Localized activities & giving**, what one retailer calls "giving where you get." Drivers:
    - (a) less HQ emphasis as organizations globalize & decentralize;
    - (b) employee empowerment lets them bring programs to their locales.
  2. **Greater community relations role in employee motivation.** Drivers:
    - (a) volunteerism now more potent than traditional incentives, as verified by Conference Board research (pr 5/10/93);
    - (b) restructuring/downsizing leads to more part-time & contingent workers, fewer managers; workers are less loyal, so improving their communities & involving them in doing it is important;
    - (c) balance between work/family is impacted by community relations projects.
  3. **Organizations see need to deal with social issues**, which can affect their operations.
  4. **Strategic, linked to business goals with measurable results.** "Projects, in addition to being justified in the monetary sense, must also have a measurable impact for both community & company."
  5. **Environmental projects are increasingly valuable.** Drivers:
    - (a) their key place in perceptions of socially responsible behavior, as ORC research found (pr 9/26/88);
    - (b) sentencing guidelines for execs responsible for enviro crimes take into account such activities.
  6. **Greater employee involvement at all levels of planning & implementation.**
  7. **Community involvement in decisionmaking about community relations**, planning with them, not for them.
- Researchers Sandra Waddock (Boston Col) & Mary-Ellen Boyle (Clark U) surveyed opinion leaders, benchmark companies & the literature to arrive at their findings, which closely parallel a case-based report in pr 7/19/93.



## 2 REASONS COMMUNITY RELATIONS WILL BE THE KEY TO STRATEGY

1. Associates of an organization visibly at work in the community exhibits **behavioral evidence** of its values -- not just rhetoric about them.
2. Employee involvement in community relations faces **the fact they, not ex-ecs or pr staff, are the real relationship-builders & communicators** with stakeholder publics -- and gives them a reason to be positive, rather than the too-often-observed public griping & debunking.

## COMMUNITY CAMPAIGN BUILDS REPUTATION & MOVES PRODUCT

These are bottomline results of Ocean Spray's WAVE program (national school-based women's sports/nutrition campaign), Mary Ann Rood, dir comms (Middleboro, Mass), told prr. "It's consumer education in a very targeted way." Here's how WAVE (Women Athletes' Voice of Encouragement) works:

- **At the core are awards, grants & scholarships.** All have the single goal of getting more young women involved in high school sports. "We know the healthy lifestyle built from that has life long benefits. Data from Women Sports Foundation show benefits include: lower dropout rate, lower drug usage rate, fewer unwanted pregnancies."
  1. **Awards** go to schools that demonstrate an effective job of increasing the number of women involved in sports.
  2. **Grants** go to schools that demonstrate they have a great idea to make it happen -- but don't have the funds.
  3. **Scholarships** go to young women who serve as role models for getting other young women involved in sports.
- **Partnerships with grocery store chains,** who develop local WAVE scholarship programs -- which pulls people into their stores, moves products.
- **Opinion leaders:** Nutrition information is dispersed thru coaches.
  1. "We provide the information & a student magazine that covers nutrition in general -- how to read the new food & beverage labels, the role of diluted juice & how to make nutrition decisions, and recipes particularly helpful for a training table diet."
  2. Because coaches are getting many more nutrition questions today, "we bring groups from the American Dietetic Ass'n called SCAN (Sports & Cardiovascular Nutritionists) to the coaches to do nutrition training table workshops." Ocean Spray developed the presentation & materials & gives an honorarium to the SCAN members who present.
- **National spokesperson** -- Summer Sanders (Olympic gold medalist swimmer). Last year she did a 10-city media tour visiting at least 2 high schools in each city & meeting with the press.
- **Product sampling** "is one of the most compelling ways to drive product trial & build brand loyalty." At each of the high schools that Sanders visits there is a sampling opportunity "where anywhere from 100 to a

couple thousand students sample our products."

- **Attitude survey** of high school students (men & women) was recently completed on the subject of women's involvement in high school sports. "We'll use that as a market by market piece of the story as Sanders visits another 10 markets this year. She can tell reporters & high school students in each market how their attitudes stack up against attitudes across the country in terms of women's involvement in high school sports."

"All this came about as we were considering what our part of the education process would be when the nutrition labeling & education act became law. Among the food companies in America, we're a relatively small player. We knew we had to take a piece of the pie that was chewable for us. So we chose a piece where we thought we could do a good job."

## LARRY FOSTER'S INSIGHTS ON WHERE PR OUGHT TO BE HEADING

Receiving Arthur Page Society's Hall of Fame Award last month, the former Johnson & Johnson exec, presently offering pr counsel (Westfield, NJ), offered these thoughts:

- "By its very nature, and when practiced at its very best, **public relations is about values.** We help separate good from bad, right from wrong. What is fair, & what is unfair. What is in the public interest, & what isn't. And while we are neither the creator nor the keeper of values, we know how to define them, & we know how to communicate them to others."
- "Most people committed to a career in public relations devote some time to one or more professional organizations. But very little is done among the various pr organizations in a collaborative way. And I think that is unfortunate. We grapple with the same problems, & share the same goals. But we don't communicate very effectively among ourselves. **It is time for us to sit down together** -- the leadership of the major public relations groups -- & see how we can further our goals & objectives by working cooperatively."
- "Today our nation has another pressing problem that the skills of communicators could help address. And that is the **need for us to redefine the values that seem to be slipping away from us.** (a) 3 of every 4 Americans think we are in moral & spiritual decline. (b) 2 of 3 think the country is seriously off track. (c) Crime & drug abuse are rampant. (d) Segments of our education system are in disarray. (e) A disturbing number of young people are on a dangerous & uncertain path to adulthood. (f) The traditional concept of family, once this nation's binding force, is rapidly dissolving. (g) We are afraid to talk about God for fear of offending others."
- "I believe there is a role to be played by public relations professionals who see the need to reshape America's agenda & redefine its values. If & when the leaders in the profession convene, I would hope they might also consider involving themselves in this larger task."