

¶ The "new managerial paradigm" turns out to be old. The situation now developing where workers are empowered, self-motivated professionals; working in self-directed work groups or teams; so old-style "supervisors" are obsolete; and therefore managers don't need to be experts in the output or process of the work group as much as they need to be leaders, champions, motivators, coaches -- this is the new paradigm. While still an ideal in many places, it is reality in others. But a company that has usually been cutting edge turns out to have led the way here, too. Charles A. Coffin, from the small town of Skowhegan, Me., was the founding CEO of GE. Here's how a recent history of Maine notables describes him: *"Coffin knew little about electricity per se, but had an excellent reputation as a good manager and as an executive who encouraged innovation and listened to new ideas."*

¶ Non-financial indicators explain huge gap between hi-tech co's sales/assets & their market capitalization, says Wharton School. Microsoft in '98 had revenues of \$14B & assets of \$22B but its market cap is \$466B! Other biotech & hi-tech companies have same gaps. "What explains this massive mismatch? Indirect drivers of future economic performance, e.g. org'l knowledge, customer satisfaction, product innovation & employee morale -- which don't appear in financial statements."

¶ Breakthru! PRSA chair addresses Economic Club of Detroit, one of the premier speaking platforms. "Building Trust & Credibility in An Incredible World" is the topic. Time is 12:35 pm EDT today. Live audio Webcast available at www.prsadetroit.org -- archived for 90 days. Cross your fingers this vital audience listens!

¶ "Clip service" for online publications bows. PRNewswire monitors 1200 Web pubs, adds new pubs daily. Touted as the only service that allows "fine-tuned searches & offers a fixed fee." Daily reports based on customer's key words capture extras which standard news org'ns put online + online media. Reports may be accessed via e-mail or a password-protected Website & hyperlink directly to the articles cited. (888/776-0942)

¶ Trend: the cap "W" is dropping from "web" & "website." Practitioners should've known it couldn't last. Human nature shuns extra work like striking the cap key. Compare what's happened to congressman & even US president.

WHO'S WHO IN PUBLIC RELATIONS

HONORS. PRSA's Gold Anvil, its highest award, to Dan Edelman, founder of Edelman Worldwide, longtime senior statesman of the profession; Outstanding Educator Awards to Carole Gorney (Lehigh U) & Barbara Hines (Howard U); Paul Lund Public Svc Award to Judith Boqart, well-known volunteer activist & '83 PRSA pres.

RETIRING. 3 nationally active pros are stepping down as leaders of Edward Howard & Co (Cleveland). CEO Stan Ulchaker retires in Feb '00. Pres-COO Davis Young & evp Dave Meeker will return to fulltime client counseling with the firm. Kathleen Obert will be CEO as firm begins its 75th yr.

OWENS CORNING & D.O.E. MAKE PUBLIC SERVICE EASY & INEXPENSIVE FOR ANY ORG'N WITH THEIR ENERGY SAVERS PARTNERSHIP PROGRAM

A recent Cone/Roper survey found that, with price & quality being equal, consumers are more likely to do business with org'ns engaged in good causes (prr 3/15). Using this as a hook, Owens Corning (OC) teamed with the Department of Energy (DOE) to get org'ns involved with its Energy Savers Partnership program, aimed at helping consumers reduce their energy costs.

BACKGROUND

Typical household spends \$1300/yr on energy bills, finds DOE. That plus concerns about global warming, acid rain, et al led OC & DOE to initiate the Energy Savers campaign.

- **FIRST, they produced a booklet** -- a virtual handbook that helps consumers save energy thruout the house -- from heating to cooling to windows to landscaping. "Back in the 1970s with the oil crisis, everyone was involved in energy efficiency," OC's John Hoch told prr. "Today, there is no crisis" -- hence, lower awareness." But there remain viable economic & enviro reasons for homeowners to put energy saving tips into effect.
- **THEN, utilities were invited to participate** in the campaign -- 161 have, and 300,000 booklets were printed for distribution. Aside from the booklet, program offers VNRs, PSAs, media kits & bill stuffers.

ONE CLEAR VOICE FROM MANY DIFFERENT MESSENGERS

NOW, OC & DOE want to involve consumer products companies as well as materials suppliers & builders. It's an economical alternative for org'ns interested in creating their own energy efficiency campaign," says Hoch. "The pre-designed program encourages partners to print their own logo, toll-free numbers & Internet address on the Energy Savers booklet." Any org'n could participate.

- **The enticement for org'ns** is they get to be environmentally conscientious and help consumers with energy bills, all for a low investment -- the cost of printing the booklets. "Partners simply establish a free hyperlink to the Energy Savers Website & purchase customizable reprints of the booklet." This year's program includes tips on how to effectively promote the booklet & Website.

PAYOFF

"It's cause-related marketing. But instead of recreating the wheel, it's developed for you" -- yet you can present it yourself as your own. Org'ns are also encouraged to mount grassroots programs driving home the Energy Saver message in their communities. With money tight, shared & networked programming like this is a trend destined to grow.



CREATIVE, INEXPENSIVE WAY TO BREAK THRU CLUTTER RESULTS IN TIDAL WAVE OF INTEREST, PUBLICITY FOR AN UNPOPULAR COMPANY

Increasing constraints on tobacco sales & advertising force tobacco companies to find creative ways to get their messages out. Brown & Williamson (Louisville) took the cue from telecommunications personnel -- people answering the company's toll-free lines -- who said a more interesting answering strategy would work better than the conventional one they'd been using.

"They thought that, rather than a humorless, bureaucratic kind of experience, callers would appreciate some fun," pa/issues mgmt dir Mark Smith told prr. So, management dished up fun, replacing an information-only message with a humorous one about "the tobacco company that loves you." Result of the 6-week-old campaign has been enormous caller volume, more than the company ever hoped for, and great publicity as well.

WORD OF MOUTH MAKES PROMOTION UNNECESSARY

There are no ads featuring the 800

number; it's displayed on the side of new Lucky Strike filter packages. "We have done absolutely nothing to promote this -- it's taken on a life of its own.... We just stepped aside and let it happen."

Smith thinks the idea must have caught on over the Internet, where the number was replicated to recipients. "People are sending it as they would a joke -- and it just spread across the company."

He feels the rapid spread of 800 numbers speaks to a public tired of impersonal, technical com'n methods. "It says a lot, not only of the power of the Internet but of the way people are fed up with faceless bureaucracies." He notes that in the past, messages were spread by word of mouth; the exploding popularity of this 800 number demonstrates that word of mouth still works. "It could end up being a Harvard Business School case study on communication."

TACTIC ALLOWS COMPANY TO DUCK ISSUE

The new toll-free line enables Brown & Williamson

to dodge the issue of cigarettes & lung cancer. In fact neither the "c" word (cigarettes) nor the word, "smoking," is mentioned at all. The product, Lucky Strikes filters, isn't even named in the message.

The message does, however, try to weed out kids -- first by advising them to get off the line, then requiring age verification before orders can be fulfilled. "Before we'll sell them anything, they have to send us a photostat of their driver's license proving their age," says Smith.

CALL VOLUME UP

It's too early to say whether the huge call volume -- thousands more a day -- will result in sales. A lot

of people dial the number to listen & hang up. But, Smith says, it's exposure nonetheless. Meanwhile, news media have picked up on the tactic. "We've received a lot of publicity as a result." A major network news show recently featured B&W's idea. (To hear the message, call 800/578-7453.)

HUMOR BACKFIRES: "BOOGERHEAD" AD SEEMS BONE-HEADED TO EDUCATORS; TASTE IS MORE IMPORTANT THAN GAINING ATTENTION

School boards nationwide recently rose in protest of an ad campaign by the Ad Council & Connect for Kids (CFK), a child advocacy initiative of the DC-based Benton Foundation. "After receiving a copy of the ad, the first thing I did was go to CFK Website, expecting to see that it was anti-education," Lisa Bartusek, com'n dir, Iowa Ass'n of School Boards told prr. "When I got there, I found it was full of good information that I would recommend to anyone."

But, despite this, the ad insulted volunteer elected officials who are education advocates -- school boards. Featured is a photo of a woman turning a cartwheel before a bunch of stuffed shirt types. "Mrs. Davenport tried everything to get her proposal for after-school programs noticed by those BOOGERHEADS (in large letters) on the school board," it read.

GRASSROOTS PROTEST SPREADS ACROSS THE MAP

A superintendent had faxed Bartusek a copy of

the ad, which appeared in a local newspaper. After visiting the CFK Website, Bartusek contacted Benton. "I was told the ad was intended as a means of using humor & getting people to go to the site. I said I was sure school boards wouldn't find it funny." Ad Council is usually not so heavyhanded.

Bartusek faxed the ad to the Nat'l School Bds Ass'n & encouraged them to distribute it to school boards & superintendents. She also faxed a copy to school pr practitioners. Soon, educators across the map were getting involved. "It became a combination of local communication and a national effort."

MAJOR CONCERNS

Part was sponsorship by the Ad Council. "The council is very reputable. They created Smokey Bear, Crash Dummies, etc. There was a very good chance of this material being widely used." The ad had, in fact, been placed elsewhere in the country.

Educators found the ads counterproductive. "Their job is to teach respect toward one another. This went in the opposite direction."

Benton complied with the protests, including a vociferous objection by the national association, and pulled the ad. "I think it's a case of a well-intentioned organization making a bad choice, then rectifying the situation," Bartusek says. But only because pr pros were watchful.

ITEMS OF IMPORTANCE TO PRACTITIONERS

¶ Longtime pr pro Bob Dorf, a publicity maven, now deep into relationship techniques. At the height of his career, he sold Dorf & Stanton & "retired" as a solo counselor. He reappears now as pres, Peppers & Rogers Group, the 1-on-1 champions, which has 3 books -- starting with *The One to One Future: Building Relationships One Customer at a Time* (prr 10/16/95) & 2 how-to sequels -- plus consulting & training on relationship marketing. Books are must reads for practitioners! (www.1to1.com)