

to mesh with "feeling" ones, and all the other personality factors practitioners work with daily.

#### FACE-TO-FACE SAVES THE DAY

After "clashes" occurred, personality tests revealed deep differences. The co-leaders then brought the team together. As the WSJ writer puts it,

- "More than anything else, it was sheer physical presence -- face time -- that began solidifying the group"
- Fortnightly meetings included social time -- beer & hot dogs watching a Durham Bulls game
- Foreign team members found this especially valuable, a way to get inside the other cultures involved in the task
- Once they came to know & understand each other, e-mail & Web com'n & conference calls began to work

**Result:** the project finished on time, within budget & with unexpected technical versatility. It is now shipping. (Copy of article from [pr](#))

#### ITEMS OF INTEREST TO PROFESSIONALS

¶ **CalTech & Fdn for American Com'ns (FACS) work to improve the quality of reporting on science & technology.** Because many are influenced by media coverage of health & medical news (and many news reports misrepresent scientific issues), CalTech & FACS want journalists to cover scientific & medical stories more analytically. They hope to reach a broad group of journalists by: a) hosting regional programs & conferences on scientific methods; b) creating a Science Institute for Journalists at CalTech; c) providing an online research service, [www.facs.net.org](http://www.facs.net.org), providing journalists with access to scientific & medical experts on-line. Effort is supported by major news org'ns such as Scripps-Howard, Times-Mirror & Hearst. (More from Jack Cox, FACS, 626/584-0010)

¶ **New report examines 28 companies to identify the most effective approaches to community relations.** Center for Corporate Community Relations & American Productivity & Quality Center have published "Community Relations: Unleashing the Power of Corporate Citizenship." 7 firms stood out for their strong programs & serve as benchmarking "partners" to measure other programs. Overall, report finds com'ty rels strategies are becoming more sophisticated. (\$295 for APQC mbrs, \$495 for others, \$195 for CCCR mbrs from 617/552-4545; [www.bc.edu/cccr](http://www.bc.edu/cccr))

¶ **Beware: media "gimmicks" can backfire.** [pr](#) received, via Fedex, a pecan tart from a Dallas pr firm. The gooey tart, which arrived sideways in the box & was stuck to bits of shredded green paper, was supposed to call attention to an upcoming study on the shopping patterns of men & women. We're not sure what a pecan tart has to do with shopping, but we know where it ended up -- in the trash, along with the firm's biz card.

#### RADIO IS ALIVE & WELL, YET OFTEN OVERLOOKED BY PRACTITIONERS

Despite tv's ubiquity (albeit declining somewhat) & the Web's growth, radio is still a favorite medium. Listenership is at an all-time high -- Americans spend 44% of their time each day listening to radio vs. 41% tv & 10% reading newspapers (source: Media Targeting 2000/RADAR 56, Fall '97).

So is it an efficient & influential way to reach your target audience? Depends on who you're trying to reach.

- **Radio talk shows** can be effective to discuss topical issues without the filter of a news broadcast. They're considered "access media" ([pr](#) 6/22/92), offering open, direct-to-audience discussion
- **News/talk stations** are where older baby boomers (45+) and the over 65 audience spend most of their listening time. In fact, during '97, the 2<sup>nd</sup> largest number of stations (behind country format) were news/talk
- **Public radio** is considered one of the best ways to reach opinion leaders. A '98 survey finds public radio listeners tend to be white, well-educated, at least moderately affluent & interested in issues. At a recent public radio program directors' conference, listeners were described as "global citizens." Their opinions & beliefs are more global in scope & they're more culturally aware than the typical American.

"Radio continues to be powerful," Michael Harrison, *Talkers Magazine* ed, told [pr](#). "But it's effective only if it's effectively used, which comes down to good programming."

#### COMMUNITY RADIO IS A STRONG LOCAL VOICE

The 40+ community stations around the US focus on programming outside the mainstream. They generate 80% of locally-originated programming. Altho representing a small percentage of radio listening, it's "a lifeline to communities," says Harrison. "It's tremendously effective in rural areas or to an ethnic population in a city."

These stations rely on volunteers for most programming & administration. They run the gamut from the liberal-minded Pacifica Foundation stations to small, rural stations in West Virginia & among Native American communities of South Dakota. Many serve remote areas with no other locally-based radio stations. Others offer bilingual or multilingual programming for immigrants, Native Americans or ethnic neighborhoods.

A '98 study found com'ty radio listeners more closely resemble public radio listeners than most Americans. But they're 3x more likely to be black or Hispanic than public radio or network-affiliated listeners.



Com'ty radio can be remarkably effective in mobilizing support for a cause. Chicago's black-owned WVON-AM galvanized the city's black com'ty in events as diverse as the election of mayor Harold Washington & the murder of an 11-yr-old girl. Black radio played a crucial role in mobilizing participants for the Million Man March.

Other stations provide a key link between the com'ty & local culture. WWOZ (New Orleans) has linked with high schools & colleges to educate youth about the city's musical heritage. KILI, on the Pine Ridge Indian reservation in South Dakota, is entirely volunteer-run & features native music, native language programs, com'ty announcements & advice shows.

#### MICRO-STATIONS & ONLINE LISTENING: WAVES OF THE FUTURE?

Technology has made it less expensive to purchase low-power broadcasting equipment. Thus "illegal" micro-stations (operate at 10 watts; to be licensed by the FCC, stations must operate at 100 watts or higher) are popping up around the country.

Found in the noncommercial portion of the radio spectrum, they can sometimes raise political material not heard on mainstream radio & literally "talk to the neighborhood"

because their frequencies are so

low. A Cato Institute policy report says micro-stations that establish a permanent audible presence "are indeed trying to present programming that would not be heard elsewhere."

"Radio's alive & well," says Harrison. "If you have a powerful message that's well-honed, it'll get on & move people."

Technology is also changing listening habits. Online radio/audio listening has doubled in 6 months; 12% of Americans say they've listened to radio on the Internet vs. 6% six months ago.

#### BUDGET CUT FORCES DECISION: WHICH COM'TY RELATIONS ARE KEY

It takes years to build an effective com'ty relations program only to have it jeopardized when the company merges. When Gillette acquired it in '96, Duracell (Bethel, Ct) had invested significant time & money nurturing com'ty relationships -- locally & (as a growing national brand) nationally.

After the merger, Duracell's contributions program was cut in half. Forced to refocus its strategy, the company decided to target communities where it had main facilities. This actually created a more effective, focused strategy -- the major need in social responsibility programs now.

#### RATIONALE: BE A NEIGHBOR OF CHOICE

"We really need the small communities where we get our employees," says Bunny Webb, dir of Diversity, Worklife & Com'ty Relations. "We tend to be a large fish in a small pond. The com'ty looks to Duracell for support," she told a recent workshop.

Over the years, Duracell supported causes ranging from environmental projects & health/human services to education, locally & nationally. Execs had a visible presence in host communities & volunteered on boards of non-profits the company supported. Against this experience, Duracell reviewed its strategic priorities & determined where it could have the most impact with fewer resources. The company decided that being "a neighbor of choice" in its host communities was most important.

#### PULLING OUT

Consequently, the company discontinued its nat'l giving strategy. Duracell honored its multi-year commitments & Webb immediately contacted affected org'ns. "They were disappointed but they understood," she says. "I tried to understand their needs & be helpful." This included referring some to other companies with similar philanthropic goals as Duracell. Webb's approach created goodwill with the com'ty & helped diffuse rumors that Duracell was leaving town.

Final result: Duracell's philanthropy became more focused & in line with its strategic goals. Lessons learned:

- Devise a strategy that's best for the company, its brand(s) & the com'ty
- Communicate your changes in giving early
- Org'ns want advance notice of loss of support so they can seek alternative funding sources
- Saying no is not fatal; how you say it can be

(More from Webb, 203/796-4000)

#### HI-TECH PROJECT GIVES ULTIMATE PROOF OF VALUE OF FACE-TO-FACE

An article appearing in one of the best possible places for execs to see it -- WSJ's 4/23 MarketPlace column -- presents a textbook case of why it's essential to go face-to-face to get important work done. The task, for an international team of Lucent engineers, was to design "the most complex product in the company's history."

500 engineers located in 13 time zones had to write over a million lines of code, with no margin of error, to create a breakthru phone switch that would sell in several local versions for \$1 million each.

#### DISTANCE MAGNIFIES DIFFERENCES

Only modern com'n technology makes such teaming possible. Global market forces make it necessary. In this case, various company units all over the globe specialized in pieces of the product. Pulling them together were assigned co-team leaders -- and they quickly & easily could get everyone working on the same design blueprint via computer.

The problem was the human factor -- getting early-to-work Massachusetts types linked to come-later, stay-later N.J. folk. And then linking that to cultures in Germany, Holland, India et al. Plus getting "thinking" people