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Experience of the last four years has demonstrated conclusively that no organized human effort can succeed and prosper without the application of public relations to all of its functions. The wartime experience not only emphasized and dramatized this need but it developed scientific policies and practical procedures that may easily be applied to any enterprise however large or small. Every executive in whatever activity he may be engaged needs now a summarization of the lessons of those four years of experience and a guide to the application of them. That job is undertaken in this Special Report.

### WHAT DO YOUR PUBLICS THINK OF YOU

The one thing this swift development of the profession should have impressed indelibly on the executive mind is that guessing and experimentation must be taken out of PR at once. First you must make scientific tests, regardless of how limited their scope may be, to determine what is the attitude of your various publics, what causes it, and what methods should be adopted to change those attitudes and to create a favorable public opinion.

If you have no PR department, such a study should precede the organization of one. If you have a department, scientific public opinion tests should be used regularly in measuring its effectiveness and in guiding its future programs.

### DO IT SCIENTIFICALLY

And don't depend on unscientific mail surveys, interviews with employes and routine reports. Such a survey has little value unless it is scientifically done by an outside organization with an objective point of view. Don't trust a public opinion polling agency unless you know it is recognized for its scientific procedures and ethical practices.

If your problem is national you naturally would turn to one of the dozen or more recognized organizations. But don't forget that any one of these is equipped and will be glad to make small pilot studies in localized communities or in restricted fields.

### MAKE STUDIES CONTINUALLY

This initial study does not by any means terminate the need for further scientific appraisal of your PR problems. The fundamental weakness of many PR operations is that the constant fluctuation in public attitude

is not recognized, and methods and procedures are not changed to accommodate shifts in public opinion. Today almost every well organized program is retested every eighteen months and individual aspects of it may be profitably tested as often as every six months.

### INTERPRETATION OF STUDY MUST BE SOUND

We now come to the most important aspect of a public opinion survey ...the interpretation of the study and the applications of its lessons to a working program. If you have a competent PR director or consultant he should exercise objective participation in the project. If not, once the survey has been delivered, the next requirement is finding such a person. And he can and must be found regardless of the size of the operation.

If the operation is large enough this means hiring the ablest PR director possible. If not some executive within the organization must take that responsibility, study PR, and give the program intelligent and constructive executive direction.

### DETERMINE PR POLICIES AND PROCEDURES

With one competent man in charge, the next step is to outline policies and procedures. At this point the basic decision must be made. No PR program is worth the effort that will go into it unless it is sincere and honest and springs directly from the philosophy of policy-making executives. If that is conceded the PR policies of the organization should be reduced to writing and expressed in the most detailed and most specific terms. This has to do with the sincere and lasting attitude of the organization towards every single element of the public with which it will ever come in contact.

### THE TARGET...YOUR PUBLICS

While few organizations are likely to be concerned with precisely the same publics, every program should be checked to make sure that it doesn't miss any of the more common categories such as employees, communities, stockholders, public opinion leaders, customers, dealers, prospects, educational institutions and youth, agencies of government, labor, agriculture, other business organizations, and religious and racial groups. These must all be held specifically in mind when the statement of policy is prepared.

Eventually this statement of policy will take two and perhaps many forms. Certainly there will be one for internal and one for external use.

There must be no conflict between them of course. For instance, there will be an exact and specific statement of the relationship between the organization and its employees. Another may spell out explicitly, attitudes towards and relations with customers and the public as a whole. The complete statement probably never will be published, but it should be used as the guide for every program, thought and act.

### PUT PR ON THE POLICY-MAKING LEVEL

The best conceivable public relations policy and program will fall far short of full effectiveness unless they are the direct and constant care of a responsible executive who can make decisions and speak with authority for the organization. Some of the most ambitious and incidentally some of the most costly PR operations have failed because normally it takes longer to get final decisions in this operation than in any other aspect of management.

If the operation is large enough, the ideal solution of course is to make the PR director a vice president and, if possible, a member of the board of directors. In any event he should be firmly placed at the policy-making level.

### APPLY PR PRINCIPLES THROUGHOUT THE ORGANIZATION

Having gone this far in determining policy and in setting up machinery to give effect to it, the next step should be a thoughtful and detailed study of every aspect of the operation down to the last man and the last organizational function. In other words, PR thinking must be applied today to every single phase of organized operation. The simplest illustration of this is to point out that organized PR thinking should be applied to advertising, selling, personnel, production, and every phase of management.

At this point the decision must be made as to the size and scope of the operation and the personnel to be employed in it. Here there can be no fixed rule of procedure. Complete responsibility may be placed in the hands of a competent PR director. Some successful operations have been almost exclusively the responsibility of outside PR counsel. More often a combination of the two methods is used. And sometimes a successful operation has been directed entirely by a management executive who has a special talent and experience in the work.

### QUALIFICATIONS OF PR EXECUTIVE

The most critical decision to be made has to do with the background, experience and personal qualities of the man who is to have the major res-

possibility for the program. First and foremost he must have demonstrated management ability. He must have not only a capacity to lead, but an ability to teach. An understanding of and sympathy with people is essential. The PR executive should be an inquiring student. Philosophy and procedure in PR will shift rapidly and the ablest practitioner must learn and perform as he goes. Courage as well as intellectual integrity are required. A "yes" man in this position is not only futile, but dangerous.

College degrees don't make able public relations men, but in no profession is there so great a need for wide knowledge of the affairs and peoples of the world, and broad familiarity with a variety of subjects.

#### WHAT EXPERIENCE?

The best possible preparation for public relations work is experience in public relations. This might be in a PR department, in a PR consulting agency, or an assistant to an executive charged with responsibility for PR.

The old superstition that every competent PR man must be a former newspaper reporter has been abandoned, and yet it is true that no single experience contributes as much to sound equipment as reporting and editing. That is not because editors teach their reporters PR practice, but rather it is because no reporter or editor can succeed without learning how to win confidence and to handle and get along with people. He is trained to inspire confidence, to gather and interpret information and to express himself convincingly. From his first day as a cub he's been drilled in the business of finding out what, how, when and why. Much the same training goes into the development of a business paper reporter and editor. His experience gives him an added advantage because he acquires an intimate familiarity with our economic system.

#### MORE HELPFUL EXPERIENCE

Teaching has been generally overlooked as a valuable experience in the field, and yet every teacher is using all the essential talents of PR work every day. He is leading, guiding, indoctrinating and molding opinions and attitudes. Advertising, selling and promotion, all provide valuable and fundamental background for PR work.

Too much emphasis cannot be placed on the need for sound judgement on the part of any PR executive. This may be acquired or enhanced in past experience, but for the most part it is an innate quality. Don't wait for it to be developed under PR responsibility. This presupposes intellectual maturity but not necessarily age in terms of years.

#### PR MUST PERMEATE THE ORGANIZATION

When the problem has been measured, policy has been defined, and the skeleton of the PR machinery has been set up, the next job is one of indoctrination and training within the organization. The program must be explained and sold to the whole organization beginning at the top. Every executive must not only understand it, but must subscribe to it wholeheartedly and funnel it down through his department. This means PR thinking and planning must start at the executive level.

In other words, the test of PR impact and response must be applied to every aspect of the organizational operation. The ideal situation which already has developed in some organizations is to have one top executive carry the responsibility for public relations, advertising, promotion, selling, industrial relations and training. This trend will develop slowly of course, but every step to such an ultimate goal is progress.

#### THE TOOLS OF PUBLIC RELATIONS

Perhaps no two professionals will agree on a definition of the tools of public relations. One sound assumption is that they divide themselves naturally into two broad classifications, people and media. And people will come first in any sound PR planning. This is another way of saying that word of mouth publicity and personal contact are more important than the printed word or the messages that reach out through the ether.

Classification of the people to be reached by direct contact and to be used in spreading your message will vary with each organization. Your first step of course is to make an operating chart which clearly defines the various publics which you hope to use and reach. Of course there is an endless variety of them which may include employees, communities, stockholders, consumers, dealers and prospects, schools, public opinion leaders, etcetera.

#### EMPLOYEE RELATIONS

But the first of these in almost every case would be the employees. Their attitudes not only directly affect labor costs, plant efficiency and the quality of product, but they also influence consumer and community attitudes. Any effective employee relations plan must presuppose a sound and honest company policy, intelligently administered and officially proclaimed. The basic consideration in this area is of course human and sympathetic relationships between the individual employe on the one hand and the employer and his supervisory representatives on the other.

## COMMUNITY RELATIONS

Sound community relations can do more to build effective industrial relations than almost any other factor. The attitude of a workman towards his employer is largely dominated by the reputation the company bears in the community. This oblique approach to employe morale leads to quick settlement of some of our most difficult labor problems in recent days. And don't forget that community attitudes are influenced and directed by many people of more humble status than preachers, teachers, and chamber of commerce presidents.

## STOCKHOLDER RELATIONS

While stockholders can be one of the most potent forces for spreading goodwill, they are most often neglected. Sound stockholder relations involve more than a complicated annual statistical report. A stockholder who through close and frank contact is made to feel that his advice is sought and his opinion valued, can be used to create goodwill in a wide variety of troublesome areas.

## CONSUMER RELATIONS

Business will succeed or fail in its effort to find 60,000,000 jobs and to create widely dispersed and lasting prosperity only when and if it applies to selling relatively the same intelligence and energy which it has applied to production for more than a century. And this means using the most effective PR techniques in every aspect of selling. In the intensely competitive era that will set in as soon as the pent-up wants of wartime have been satisfied, business will succeed in direct relation to the service it renders to its customers. That will mean far more than pretty packages and quick delivery. It will mean an endless variety of little things on which lasting commercial friendships are based.

Many other varieties of publics to be had constantly in mind will be touched upon in a later discussion of media and channels of information. They will include of course, government, schools and teachers, labor, agriculture, veterans, religious and racial groups and organized minorities and pressure groups of all sorts.

## MEDIA OF COMMUNICATION

The importance of the various forms of media varies with many factors but primarily with the size of the organization and the scope of its oper-

ation. Personal contact is of course the most effective medium, but the larger the organization becomes, the more it must depend on indirect channels of communication.

## THE HOUSE PUBLICATION

Probably the first step after an organization has become so large that personal contact is impractical, must be a company publication addressed directly to the employe and written in terms of his own self interest. Everything humanly possible should be done to make the employe feel that the house organ is his own publication. To the fullest extent possible it should be written by as well as for him. Certainly it should contain a minimum of exhortations and preachments from management. And above all make every effort to see that employes are told the full story of every development of corporate policy and practice which affects his interest, at the same time if not before it is told to the general public.

A soundly edited company publication can do an effective PR job far beyond the limits of influencing employe thinking. It should go to opinion leaders and public officials in every community where the company has a plant of any substantial grouping of employes.

## THE PRESS

Perhaps the most direct approach after personal contact is through the press. And this contemplates something far more important than press agency and the dubious business of chiselling free advertising through the editorial columns. These publics of yours are better organized than ever before. Their representatives want and feel they are entitled to prompt and frank information about your operations. Unless the dissemination of that information is in the hands of able and experienced executives, your publicity through the press will suffer by your own default. Put your press relations into experienced hands and make them the responsibility of a competent executive. And never try to appraise the effectiveness of your program by measuring clippings. How much is said is seldom important. What is said and the public reaction to it, is vital.

## RADIO & TELEVISION

Radio and television are becoming more important every day as media of communication. Here again what isn't said may be more important than what is said. The development of commentators and analysts adds every day to their importance in the molding of public opinion. See to it that

these public spokesmen have in their files, frank and accurate information as to your operations and functions and that you are available instantly to any representative of theirs who wants information on which to base the split-second messages that are going to millions of people almost every hour of the day.

### ADVERTISING

In wartime every organized activity, particularly business, learned new lessons in the power of advertising. These lessons especially pointed to the new importance of advertising in molding public opinion. Organizations whose operations are national in scope will probably use PR advertising as a fixed part of their promotion. One strong argument for this is of course the fact that they can say precisely what they want to say, when they want to say it, and reach rather exactly the audience to which they wish to appeal.

But this development has pointed up sharply the importance of so-called plant-city advertising. By telling its PR and its industrial relations stories directly to the communities in which it has a major stake, a corporation frequently reaches its own employees more effectively than it could through direct appeal. And it has the support of the whole community in crystallizing the thinking behind its messages. It's a practical consideration that the editor whose advertising columns carry your PR message regularly is likely to read sympathetically your advertising messages, and unconsciously to reflect some of the philosophy in what he writes about your company and its policies.

### ANNUAL REPORTS

Annual reports and their supplementary messages such as quarterly reports, dividend notices, etcetera, can be used most effectively to do an important PR job aside from informing stockholders and bankers. No annual report should ever be prepared without careful thought of its effect on employees and the general public. In the area of industrial relations, this is most important. In any event, an annual report should go to every employee. Either the financial report should be so simply written and so informatively illustrated that every employee gets an encouraging message out of it, or a special report in terms of the employee interest should be prepared.

Seasoned PR experts are tending more and more to the idea that the basic report should be intelligible and interesting to the employee. And

that such a report is preferable to one especially prepared for the worker. That kind of a report should go to the dominant influences among all your various publics.

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### HELPFUL HINTS ON PUBLIC RELATIONS FROM RECENT ISSUES OF PUBLIC RELATIONS NEWS

Motion pictures were elevated to front rank in public relations planning as a result of extraordinary achievements of the medium in wartime indoctrination and training. Exuberance is leading to many costly blunders. Dangerous tendency is to assume all that's needed is an idea, a camera man, some film and a few floodlights to produce a usable commercial film. These bitter lessons are being learned at a great cost, particularly by educational institutions and associations.

One university with plenty of ideas and funds recently hired a good camera man and turned him loose with a sketchy scenario prepared by the faculty. He shot about 20,000 feet of good negative without any coordination, sequence or sales impact. Expert producers who should have been hired in the first place were called in to bring order out of the chaos. They were able to salvage only one reel of usable material out of the 20.

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General Motors solved a critical racial problem and did a good community and employee relations job at the same time when it laid out the site for its new plant at Doraville, Ga. Negroes owned 80% of the 127 acres to be cleared and the cry of white northerners driving them out of their homes was raised. GM paid as high as \$400 an acre for land worth considerably less, landscaped a new 80 acre plot across the road, moved houses without cost, built many new ones and moved and renovated schools and churches. The new community, named George W. Carver Hill, was equipped with streets, electricity and other services. It is bisected by a four-lane highway served by trackless trolleys. Now everybody is happy and worker recruitment will be quick and inexpensive.

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Fine art as a medium for telling and selling a public relations story has been profitably developed by Standard Oil Co. (N. J.) Through its public exhibitions of paintings documenting the industrial story of the oil industry, SONJ has reached an audience outside the pale of the more usual media of communication. Company contracted with Associated American Artists to commission 16 leading U.S. painters to document the story of

oil during the war.

First full-fledged showing of SONJ's collection (about 100 paintings) was held in NYC for the press...and press relations got a good boost. Trade relations were improved by inviting members of the oil industry to a special showing. Two other shows were held, one for employees and one for educators. Employees were made to feel the importance of their role in the development of oil. Educators were offered the whole-hearted cooperation of SONJ in depicting through visual aids, the engineering, research, development and other aspects of the oil industry and its war contributions. Future plans include exhibits of smaller units of the show in colleges, universities and museums throughout the country. Total cost of the paintings was \$100,000. It could cost that much to widely distribute a textbook or publish a house organ for one year.

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New twist to employe relations that should boost morale and remove the workers' notion that stockholders get all the breaks has been developed by Frederick Bowes, Jr., PR and advertising manager of Pitney-Bowes, Inc., manufacturers of postage meters, Stamford, Conn. Every quarter, directors consider a "wage and salary dividend" for employes at the time common stock dividend is voted. If earnings are sufficient to pay the regular fifty-cent per share annual dividend and accommodate a wage and salary dividend also, workers are paid a dividend at the annual rate of 7% of annual wage. Full rate is paid to workers with three year employment record and proportionately to newer employes. The new dividend goes to all employes except elective officers. Employes can leave their dividends with the company at interest until the end of the year. This PR device takes the place of former year-end bonuses.

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Important segment of the public, the press, is still being mishandled during company-sponsored plant visits. Here are a few "musts": (1) Provide complete list of the names and titles of every official and speaker connected with the show...brief biographies would provide helpful background material. (2) Distribute elementary description of the plant, a brief history of the company and description of its principal products. (3) Arrange schedules so that visitors have some spare time to take a deep breath and permit morning and afternoon newspaper reporters to write their daily stories. (4) Avoid too much entertainment. (5) Afford opportunity for personal interviews with top officials in addition to press conferences.

Vast potentialities of an almost unexplored medium for carrying public relations messages to the public is indicated by recently compiled figures

of the circulation of comic magazines. Monthly sales at newsstands now exceed 40,000,000, which means an estimated readership of about 160,000,000. Surveys indicate that 90% of children between the ages of 6 and 18 read one or more copies. AND between the ages of 18 and 35 the percentage is 30. These figures are exclusive of the comic departments of newspapers.

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Don't overlook television as an excellent outlet for your public relations messages. Metropolitan audiences are still limited. For instance the New York area has about 5,000 set owners...an approximate viewing audience of 25,000-30,000. That's the equivalent of about 100 club audiences or 25-50 small theatre showings. But in the not distant future we're promised an additional 40,000 television sets...with an audience of 200,000-240,000 more. One alert company that is overlooking no bets is General Mills, Inc. It will run its film "400 Years in Four Minutes", the history of cake baking over the past four centuries, on CBS Television Station WCBW-N.Y.

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Public relations consultants are continuing the sound trend of tossing mystery and hocus-pocus out the window. A surprising number of them are now furnishing editors with lists of their clients together with day and night telephone numbers of account executives. While this is directly helpful to the client, it also results in sound press relations for the consultant. A substantial proportion of newspaper editors still look upon PR consultants as opportunists trying to grab free space in lieu of paid advertising. Anything which demonstrates the position of the consultant as a news source helps destroy prejudice.

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If you have a corporate war record to distribute, don't overlook college and high school libraries. Throughout the field of education, teachers and pupils are beginning to study the war record of industry critically. And today's school children will begin voting about the time the adult population has begun to forget the lessons of wartime.

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Substantial and permanent increase in the number of company publications is indicated as a result of reconversion expansion. A survey among 460 industrial organizations made by the National Council of Industrial Editors shows that an increase of 25% in the number of publications is planned. Of this increase 57% will be external publications directed to salesmen and customers, 28% will be internal or employe magazines, and 15% will be a combination of the two types.

Many company publications were started as patriotic gestures, others because the publishing enterprise was disbursing government money, and some because companies were spending 20 cent dollars. Many of these

have been suspended or soon will die. But enough managing executives have discovered the basic investment value of the company publication to plan for new ones which will more than compensate for those suspended.

If your old suggestion plan didn't work and you're planning to install a new one, you needn't anticipate employe apathy or antipathy. Just work out an interesting way of introducing it. Through the use of effective publicity you can use the occasion to improve your community relations at the same time. American Brake Shoe Company (NYC) found this approach effective in installing a revised suggestion system in six plants of its Ramapo-Ajax Division. Idea men in its advertising department worked out a novel introduction, prepared special feature stories as publicity releases, and sent detailed instructions to all plant superintendents on how to conduct the installation and how to service the publicity.

ABSC's new suggestion plan was introduced through a series of "kick-off" parties in the various plants. Previously, large posters were prominently displayed with the slogan, "Be a Suggestioneer", spelled backwards ("be a Reenoitseggus") to arouse curiosity. Other posters told employes "There's Money In It".

Publicity releases were written in the form of feature stories. Two different stories, emphasizing ABSC's desire to help employes benefit from their ideas and showing how the suggestion system could help the company be a better neighbor in the community, were prepared for two leading local papers. Superintendents were not only told how to prepare and when to send releases, but were also advised to address them to editors personally and deliver them by messenger. Employe house organ was also used to publicize the new suggestion system. Campaign opening was announced in one issue and follow-up story on kick-off party appeared in the next.

Get ready now for a continuing check on publicity lists. There'll be a rash of new publications as paper becomes more plentiful. All sorts of new fields will be explored, particularly by business paper publishers. There will be a long list of new FM and television chains and stations and a few new AM stations. Don't be surprised if facsimile develops faster than we now think. Almost every management group in the electronics field sees a new and vastly expanded industry developing with startling speed.

If you address by name as well as by title...and you should if you are equipped to keep lists accurate...checking lists every year or two will not work any longer. The departure of temporary wartime edi-

torial workers, and the return of veterans, and the vast expansion plans now in the works will bring personnel changes at a dizzy rate.

New and stronger relationship developed by public relations consultants with clients during wartime is evident in several places. Corporation heads are beginning to recognize that most effective PR job can be done through the combined efforts of the company PR department and outside PR counsel. Outside agency contributes valuable professional thinking and planning and the objective point of view. More and more, PR agencies are being asked to establish new PR departments for their clients and to strengthen old ones, and then to continue on in consultant capacity.

While public relations makes rapid strides toward the management level, the men who achieve distinction in the trend must guard against forgetting basic principles. Newspaper editors are complaining that men who have recently reached executive stature as PR directors of big corporations are refusing to see editors and reporters and shunting them off on underlings.

First concern of every executive head today should be his public relations. He should and usually does see every editor and reporter who comes to him on a legitimate mission. When he delegates that function to a PR director the obligation is even more pressing to drop almost everything else to meet the calls of the press. Maybe the breeches are a little tight but even sailors learn how to fit into tight pants.

Specialists within the highly specialized field of public relations are already beginning to make their appearance. Latest is the suggestion systems specialist. The proven benefits of this phase of PR are encouraging industry to hunt for more people equipped for such work...the supply is small.

Other current manifestations of specialization in PR activities include: firms set up to prepare annual reports and handle stockholder relations exclusively; organizations specializing in suppliers' and manufacturers' problems; counselors on dealer and distributor relations; experts on consumer relations, community relations. There is even a PR counsel who intends eventually to restrict his activities to the representation of non-profit organizations whose principal objective is to contribute to human welfare through mass education.

Don't measure the effectiveness of your publicity campaigns by the old standards of counting clippings. They are valuable guides to the kind of publications that use your material and how they evaluate it. BUT raise the percentages by which you calculate coverage for at least a year after V-J day.

Before the war the biggest and best clipping bureaus could give you from 25% to 50% of the stories really used in a national campaign, depending on whether small town papers, mostly weeklies, were used. Today results probably are half as good. This situation grows out of several wartime developments. In normal times many newspapers sent copies to clipping bureaus free as a part of promotion. Now they haven't the paper to do it. Good clipping bureaus pay for thousands of newspapers and give the best service they can. But if they have only one copy of a newspaper and three or four clients ask for the same clipping, they have to divide what is available.

Demand for clippings today is unprecedented. Almost every government department and bureau is in the market and the great expansion of the PR activities of business, educational, religious, civic and social welfare organizations, add to the demand.

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Employe good will is being developed by a record-breaking expansion of pension plans. More than a quarter of a billion dollars of new life insurance pension trusts were set up last year, an increase of 20% over 1943. This relatively new type of pension plan was largely developed in the last ten years but its great growth has come in the three war years.

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Nowhere in the field of education is there a complete course which prepares students for a professional career in public relations as schools prepare them for engineering or dentistry. And nothing is more sorely needed either by the profession or by the schools. Many colleges and universities give one or more courses of lectures and hold forums but no current study leads to a degree. That would help the student seeking employment in his chosen work, would do much to rate public relations as a profession, and would contribute soundly educated individuals best qualified to establish and maintain high standards.

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Congressional cloakrooms are buzzing with talk about setting up organized public relations procedure to handle the problems of national legislators. Something of the sort might be done, but from a professional point of view it is rather hard to see how a public relations bureau could function for Congress. There is seldom anything like a consensus among Congressmen on any issue of national policy. The bureau would almost inevitably degenerate into a personal publicity mill.

Need for such a bureau is hard to discover. Congressmen can put anything they wish in the Congressional Record and have it reprinted and scattered to the four winds. Almost every Congressman has a secre-

tary who is in touch with the correspondents of home district newspapers and almost all speeches are for political rather than legislative purposes.

BUT the new independence of Congress since the change of administration will inevitably lead to a mad scramble on the part of most Congressmen to reassert their independence and proclaim the dominant position of Congress in the government triangle. So don't be surprised if Congress goes in for publicity in a big way.

Public relations men are losing the value of a substantial part of the publicity and releases they deposit with Congressional committees and other official inquirers. Management and its lawyers usually insist, and perhaps properly in most cases, that the full text of official statements and exhibits be released, but usually they are so long and technical that the working newspaper reporter has neither the time nor the inclination to wade through them looking for the hidden kernel of news. In every such case a summary written in newspaper style should accompany the releases.

Big boost to employe morale in any mass production plant is an exhibit of all of a company's products. This enables average worker, usually employed in repetitive operations on some one part or unit of a product, to comprehend the overall scope of operations and so acquire pride in his or her participation.

There are no national border lines to good public relations. American companies which have developed goodwill in this country by sound and progressive public relations have earned equally rich dividends by following the same policies abroad.

Special annual reports to employes are accepted morale-builders. But you may get unfavorable reactions if you actually label such reports "special" or in any other way create the impression that employes are not being told the SAME story as the stockholders. It's been the experience of several large companies that employes consider the simplified "special" report an insult to their intelligence. And they are suspicious that the words "special to employes" mean that something is being concealed from them.

Some companies have discontinued such "special" reports to employes, but instead are concentrating on making their annual reports as simple and clear as possible and are sending the SAME report to employes and to stockholders...Other companies are careful to include ALL the information and data that appear in the report to stockholders also in the report to the employes, but in the latter there's a more liberal use of graphs, charts, and color. Graphic illustrations are welcome to both stockholders and employes, so sending both groups the same report, clearly written and well illustrated, is the logical answer.

There's more to public relations than window dressing or titles. Too many companies, and big ones at that, have public relations "programs" which do not go beyond giving some executive the title of "public relations director," perhaps issuing a house organ, and then calling it quits.

Typical is one big industrial organization with many plants throughout the country...Its "public relations director" told us that the company had no need for public relations because it made no product sold directly to the public and, for the same reason, it had no need for plant city advertising or for a plan of community relations.

Small companies frequently shy away from public relations programs. They think only large companies can undertake them. But the success of a public relations program doesn't depend on size of a firm, nor on size of its public relations staff. The essential thing is to follow basic public relations principles and use sound and appropriate techniques.

Industry-sponsored educational films will fill important niche in public relations program of almost every progressive company. Schools and teacher-parent groups are keenly receptive to such films. One large company reports its problem is not so much the circulation of educational films, as the provision of sufficient prints to meet needs of schools.

Field is potentially very large. On basis of a prewar gov't survey more than 15,000 schools in the country owned or had access to 16 mm. sound equipment. Thousands of schools are planning to add such equipment to their postwar facilities.

But industry-sponsored films must meet certain requirements. They must have sound educational value, must meet high standards of film-making, carry minimum of commercial advertising. Once these requirements are met, and proper distributive arrangements are made, the public relations returns are substantial. One company says that 15 million people saw one of its educational films between its release in 1942 and the summer of 1944.