


## Section IX

# The Campaign



*IN THE campaign every move must be analyzed and prepared in advance and in relation to every other move. All must be directed to the common goal. Groping tactics, halfway measures lose everything.*

NAPOLÉON



### STRATEGY

**I**N any campaign, be it a nation-wide election with a Niagara of expertly propagated advertising pressure-gunned into every crevice, a program to publicize a trade-sponsored manufacturer's exhibit or to introduce a new soft drink, the fundamental principles are the same.

No campaign is launched just to present the public with mere information. The objective of any publicity campaign is to inform and influence people. The first step is an all-out effort to attract attention and arouse interest. The next is to get the public thinking a certain way—as a *prelude to anticipated mass action*. The first step means nothing unless the second step is accomplished. These are axioms of sound publicity, key factors that the public-relations man must not forget.

Successful organization of forces to secure a given course of action or conduct rests on a few basic fundamentals.

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1. Full utilization of all available machinery to disseminate information that must be presented to the public in order to ensure adequate coverage.

2. Active, or "going," organizations must be welded together into groups and a member of each group enlisted in the drive. Then whether the job is to sell tickets to a dinner or obtain contributions for some special cause, a "sale" may be made to each member of these various groups who will become workers and may in turn make a number of sales to friends who might not be sold without the personal contact.

3. Do not assume that everyone will know the campaign high lights, will realize the importance of the program, or will *act*, regardless of how important or good the cause, without full publicity.

4. The most important but most frequently slighted point is that a definite and logical step (in salesmanship called the "close") must be made to sell your product, whether this is a cause, idea, or individual. From the beginning of the campaign to the end of the drive, remember that the final objective is to "clinch the sale."

In a publicity campaign the astute publicity director follows the principle of advertising by "driving through" with the follow-up. You have never heard of a single American product successfully marketed without this follow-up sales policy employed to complete the work done by advertising.

The first task of the publicity man is the job of building up his campaign organization and laying his groundwork. The foundation is all-important. He must be prepared to make an appeal to every decent human motive if he expects public opinion to follow a given course of action. One of the greatest factors comes under the head of *Psychology* and is *conformity*, the tendency inherent in most individuals to be with the winner. If the average man feels that a campaign to elect a governor or put over a cause is going to succeed, he wants to get on the band wagon. If he be-

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believes that a candidate is going down in ignominious defeat or a drive is doomed to failure, he refuses to be identified with that faction or organization. This factor alone has won many a campaign. On the other hand, many campaigns have been lost because this or some other important factor was ignored by the campaign director.

In building up the campaign organization there are at least five distinct steps, or phases, that must be developed. It is important that they be accomplished in proper order. When steps 1 and 2 are organized first, steps 3, 4, and 5 are effected with ease. If these steps are not accomplished in the proper sequence, the campaign machinery will not be in smooth running order. Therefore, to have an organization that will produce results you must take each step in order and complete it before undertaking to organize or effect the next step.

Here are the steps in logical order:

1. Build the first phase of your campaign on *names*. Names must be used that will establish the soundness of the campaign and the integrity of the purpose. Parenthetically, there is no other way to do this. If you say that men like William S. Knudsen, Bing Crosby, and Marshall Field III are heading a public movement, its foundation stone is not tampered with nor is the integrity of its handlers questioned.

On the other hand, if you had a thousand Zeke Caines, Jake Dobbins, and John Browns, each as capable, sincere, and honest as any of the above, but not nearly so well known, few would eagerly fall in step with the movement, for few would feel that the unknown possessed the necessary capacity and ability. Thus, with the necessary names, the bigger the better, the campaign machinery is set up. Bear in mind that, though a man has made a great success in business or in some other field, this is no guarantee that he will be of value in organization work. However, where he

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himself might fail, his name may prove to be valuable as your most industrious organizer.

As we pointed out earlier, there are numerous highly publicized persons who are glad to lend their names to various legitimate publicity enterprises. The experienced publicists have at their finger tips a list of politicians, prominent industrialists, actors, radio stars, "society leaders," boxers, baseball players, and businessmen who may be approached when the occasion demands. The public spotlight has a definite dollars-and-cents value to many of them, and they are willing to cooperate in any *worth-while* project that will help them keep their names and faces before the public.

When you approach such persons, be careful to handle the matter wisely and delicately. When they agree to cooperate, explain to them just what the enterprise is. By being well informed and sold on the idea, they can answer subsequent questioning by newspapermen or reporters, sparing themselves embarrassment and saving the cause they are supporting from injury. The intelligent handling of the situation will usually guarantee the success of the use of "the names."

J. O. Newberry, a partner in Metro Associates, says, "A mistake too often made in setting up a campaign organization is failure to work with rather than just use the names of top lay leaders. The art of fully utilizing the talents that are available through these leaders is in many cases the difference between success and failure."

2. Active, or "going," organizations that can be of assistance in carrying out your plan must be enlisted. This is where most inexperienced campaign directors go wrong. Do not necessarily assume that the Grand Brass Hat of the Exalted Dunkers or the Commander of the I.E. Association are the real rulers of their organizations. Often, they are mere figureheads and have been elected to their posts when their turn came. Somewhere in the background there

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is always one person (or more) who, through one election after another, is the man who directs the activities through his "front." This goes for almost all organizations.

3. After the national campaign organization has been set up, the program for local organization must be planned by states, cities, and towns.

4. All the local representatives of the larger group are called upon to fall in behind the local campaign leaders and throw their individual and collective support to the end that the success of the campaign will reflect credit on them.

5. Shift to high gear, and open the throttle. You are in the "stretch." Here is where you must have power and drive. Keymen in the organization all the way down the line must keep the workers moving. The workers must be keyed up to the point where they want to outdo other groups and teams. This is the reason why campaign organizations stage contests between teams, for then interest is stimulated and activity is increased. Contests also give the publicity man added items for the press. Reports on the standings of the teams are of news value.

One of the finest examples of a publicity campaign conducted during the war was one tested out in the Southern states. It was a Marine drive to enlist women for the United States Marine Corps Women's Reserve, and the results attained were amazing, considering the short time that the drive was under way. This story is indicative of what can be accomplished by wise planning and skillful execution.

The whole process was handled by a crack team of Marines, who in civilian life were experts in their particular field—newspapermen, publicists, press photographers, radio-script writers, columnists, and artists. They worked together like a championship basketball quintet; it is un-

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likely that they could be matched by any other group in the country.

Headed by Maj. Meigs O. Frost, nationally known newspaper correspondent, this special group of experts accomplished in less than a week what the average newspaper staff would take 30 days to do. To watch them in operation was a postgraduate course in big-time publicity production. It was like a three-ring circus plus a five-man juggling team. Each person was an important cog in the campaign machinery, and yet no one considered himself a prima donna or played to the spotlight. The results were that the campaign was smooth, efficient, and ultraeffective—an effect made possible by precision and coordination.

The present campaign started in June, 1943, when representatives of the Atlanta (Ga.) *Journal*, which has a circulation in excess of 2,000,000, called upon Major Frost, as officer in charge, Public Relations Section, Southern Procurement Division, at his headquarters in Atlanta and requested the cooperation of Major Frost and his flying squadron in getting out a special section in the interests of recruiting women for the Marine Corps Women's Reserve.

The *Atlanta Journal* suggested that, if possible, enlisted personnel of the United States Marine Corps Women's Reserve accompany their accredited advertising representatives in their calls upon prospective advertisers. This plan was followed under definite stipulation of conditions of operation. United States Marines were not permitted to solicit advertisements. A crew, or detachment, of both male Marines and Women's Reserve Marines, all sergeants (four each), were ordered to this duty. They were under orders that they were not to solicit advertising, that they were not to discuss prices, and that their duty was to accompany the advertising salesman and answer any questions when information was desired regarding the United

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States Marine Corps and particularly the function of the Women's Reserve to "Free a Marine to Fight."

All the facilities of Major Frost's office were placed at the disposal of the *Atlanta Journal*, since the function of the Public Relations Division of the United States Marine Corps is to cooperate in all decent, dignified, recognized methods of dissemination of news and features concerning the United States Marine Corps.

Marine Corps photographer-sergeants took local pictures. General Marine pictures not involving Atlanta were placed at the disposal of the *Atlanta Journal*. Pictures and news of a local angle were featured. The pictures that were used in the advertisements were of young women who were actually working in the Marines' office in Atlanta, each picture was strictly "action," and each told a story; nothing but the *tops* in art work was used in advertising and news columns.

Advertising layouts were suggested to the *Atlanta Journal*, and the section was prepared by the *Journal* staff working in collaboration with the Marines' team. All copy for news and features, in fact all editorial matter, was written by Major Frost's staff.

The definite objective of the whole operation in this instance was to increase the enlistments in the United States Marine Corps Women's Reserve among women of the Southern Procurement Division in and around the general circulation territory of the *Journal*.

Recognizing the fact that recruiting among Southern women presented problems different from those involved in recruiting women from the East, the North generally, the Middle West, and the Far West, Major Frost worked out the details of a plan by which Southern women would recruit Southern women. Fortunately, at this time, the annual state-wide convention of the American Legion Auxiliary, all members of which are women, was being held at

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the Piedmont Hotel at Atlanta, Ga. Major Frost was invited to address the convention. He put the problem squarely before the American Legion Auxiliary members with a request for their assistance. He got it 100 per cent. Mrs. John Williams of Valdosta, Ga., the newly elected state president of the auxiliary, and her executives of the organization pledged their full support. The auxiliary has 117 units in the state. Each has a president. Each was formed into a recruiting committee pledged to go from house to house, from neighborhood to neighborhood, working primarily among women eligible to enlist in the Marine Corps by using their local knowledge and their acquaintanceship among women in their home towns.

Radio stations all over the state "plugged" the drive with spot announcements several times a day for the entire period. The larger stations carried special programs, prepared with the help of the Marine specialists.

The special section of 24 pages was published in the *Atlanta Journal* on June 29, 1943. Governor Ellis Arnall of Georgia, at the request of Major Frost and the ladies of the auxiliary, announced the month of July as "Free a Marine to Fight" month throughout the state. Applications for enlistment poured in at the greatest rate since the Women's Reserve had been organized, setting a new record for the state of Georgia.

Within 48 hours after the *Atlanta Journal's* section was published, P. H. Batte, perspicacious and hard-hitting general manager of the *Charlotte (N. C.) Observer*, got in touch with Major Frost and requested similar cooperation. Within less than 2 weeks, a special section of 40 pages was completed. Matrices from the *Journal* were used in much of the art work. Governor J. Melville Broughton of North Carolina, whose son was a United States Marine, officially proclaimed the month from July 15 to Aug. 15 as "Free a Marine to Fight" month. Mrs. Victor R. John-

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son of Pittsboro, N. C., state president of the auxiliary, and Mrs. W. C. Alexander of Durham, N. C., state president-elect of the North Carolina auxiliary, pledged the same cooperation as given by the Georgia auxiliary. They appointed Mrs. J. J. Keller of Chapel Hill as chairman of the Auxiliary's War Activities Committee, and together they enlisted the aid of every one of the 119 auxiliary units in North Carolina for the house-to-house campaign.

By this time a number of the leading newspapers throughout the South had requested the cooperation of Major Frost and his staff in getting out similar special sections for the Women's Reserve.

Because of the fact that Major Frost and his staff were experienced and trained men in this field, they were given the wholehearted cooperation of all—the press, the radio, state executives, and civic and patriotic organizations. Public-relations men could well take a lesson from them. This team thought out the program in advance; they were alert, keen, and industrious; they worked smoothly and efficiently; and they never missed a trick.

*Strategy (in the Light of Analysis).*—The professional publicist is not a magician pulling rabbits out of a hat. We have seen how top-flight publicity and public-relations men work from known facts along proved lines and then accurately predict the results. Experts in these fields do not fight in the dark. They chart their course with precision in the light of established principles and after factors and conditions that might affect the course have been calculated. The objectives are predetermined—so is each step of the proposed program.

The adroit strategist knows what he is doing at every moment of his campaign, for he has had it all carefully planned and blueprinted long in advance. Accidents happen, of course, but the astute public-relations man takes advantage of those which can be turned to advantage.

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If the public-relations man is directing a campaign as distinguished from a long-range program, he will not have a spurt of publicity one week and a drought the next. Rather, he will plan to have a continuous, even stream of publicity throughout the campaign period. The first announcements, timed to take advantage of events, coming when they will be the most effective, will be followed by other releases detailing what the organization is doing, together with other material intended to create favorable public attention. And while he withholds the future events already planned until the time is right to disclose them, he continues to keep the name of the person or organization before the public. Sometimes his stories will seem to have little relation to the matter in hand, but he is merely biding his time, making sure that his client's cause is known to the public. No news is about the only bad news in an out-and-out publicity campaign, such as one to raise funds for a hospital. Impersonal mention is almost as valuable as praise in aiding the campaign. The hiring of a new staff executive, the discovery of a new drug or a patient with a rare disease will have a certain news value and will help keep the hospital before the public while the campaign is running.

The trained and clever experts who handle political publicity are good examples of publicity strategists. They are adroit campaign strategists who know their work. They know that they must hammer home their candidate's name into the public's mind. They take care that it appears in the papers and on the air as much as is humanly possible. They begin their work early, sometimes a year in advance, and keep at it until it is almost impossible for any literate person not to have heard of the candidate long before the public even knows that he is a candidate for office.

Furthermore, they realize that the news value of publicity is at its highest materially when it is timed for the

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psychological moment. They release publicity while it is "hot." If a candidate makes a speech tonight, the opposing candidate's publicity man has his answer or countercharge in the hands of the newspaper before morning. No amount of work or trouble in writing the reply is spared. They are on the job day and night to keep their man in the clear and safe from pitfalls—a frenetic and fascinating game of wits.

The first important consideration is starting the campaign off on the right foot. Unless the correct principles are applied at the beginning, the campaign will fail at the outset.

One of the most effective means of introducing the proposed campaign to newspaper executives, business and civic leaders, and other prominent citizens is to present it at a dinner before the campaign is officially announced. It is often advisable to arrange the affair so that one or more of the distinguished men invited will attend in the role of honored guests. The enthusiasm of such banquets or dinners correctly planned is conducive to the spirit required to promote and launch a successful campaign. Many helpful suggestions will be made, and the cooperation and support of many of those who attend will be pledged. This method is much more satisfactory than attempting to accomplish the same purpose by visiting each man while he is in his office.

We know that newspaper stories are read largely for the names they contain, which is another way of saying we are all interested in ourselves, our neighbors, and celebrities. The presence of a friend or acquaintance at an event makes it more interesting. When possible, the publicity man should list the persons from a city in his story and put them in the lead if he can manage it, or not farther down than the second paragraph. With one or two names of local persons in the lead, you can be fairly sure of getting your

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message in the local press. During the convention, for instance, when dozens or hundreds of persons are involved, a special mimeographed release form called "canned story" is used. Here the lead is built on the presence of a particular person (such as a delegate, for instance), and a delegate's name is written in by typewriter for each paper the story is sent to. The body of the story is identical for all papers. For example, the lead of a press release to the Indianapolis *News* might carry the name of Herman G. Wichser, whereas to the Terre Haute *Tribune* it would be C. E. Griffith, and so forth. Otherwise the text of the story would be the same.

Repetition is one of the secrets of a good publicity campaign. A man may be a national figure one day and forgotten the next if his name is not kept before the public and his prestige maintained. The same thing applies to most products. Any news item that mentions the person or cause is usually better than none at all. During a campaign there should be regular, preferably daily, releases. These need not be all "big news" stories of vital importance, for one brief account will help rivet a name in the mind of someone. If the person or institution is so important that he or it needs the services of a publicity or public-relations man, then, by all the rules of probability, most of his or its activities are interesting enough to the public to be written about frequently. Here again sound judgment is required. When the client is one of importance, his comings and goings, opinions, speeches and public statements, and plans all form the basis for follow-up. Without going overboard, let the newspaper know what happened the next day and the next after that until the succession of events has gradually lost its reader interest. Stories of lesser importance winding up the account of a happening are called "follow" stories.

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Short releases are more readily accepted and therefore may do more good than long ones. According to the principle of repetition, consistent and persistent hammering by using short, terse, but interesting news items is extremely effective. George W. Healy, Jr., managing editor of the New Orleans *Times-Picayune*, urges public-relations and publicity men to make their press releases brief. "Most mail received from publicity directors is undesirable and too long. All publicity that we use," he says, "is brief, interesting, and direct to the point. Our staff recognizes publicity when it's news. You may be sure of that." Short items containing the mention of the person or institution publicized should be sent out often for the papers to use as fillers. Newspapers can always use three- or four-line items to fill in the small spaces left when the paper is being made up in the composing room. These should not be timely, however, as they are used at will, sometimes days after they have been received.

All important persons at a convention should be photographed and interviewed. If the publicity man feels that there should be more "oomph" to the pictures, he should have some attractive girls available. Statements from prominent persons should be personal views and opinions on matters of special interest. Particularly the publicity man should be on the lookout for human-interest stories having personal appeal and promising reader interest.

Initiative and energy will carry both the publicity and public-relations man forward as they gather information and opinions and analyze the trends of thought that are dominant in each group and community. It is on the basis of this analysis that they must form their plan of action, uniting a series of programs and approaches to their purpose, synchronizing the activities with the budget, and bringing their clients nearer to the public and the public closer

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to their clients, and here "public" includes employees, customers, stockholders, and all others.

After the program is carefully detailed, the public-relations man must then organize the details of the job ahead. Details, personnel, and operations must be supervised. Statistics must be constantly recompiled in keeping with changing opinions. Records of the findings must be made available for constant reference. In other words, the director must be businessman, psychologist, journalist, reporter, research director, showman, executive, and office boy.

If the theme of the program of a campaign can be depicted by a single emblem, a virtual trade-mark symbolic of the idea, then it has a better chance of success. Remember, for instance, how the Red Cross in its war-relief campaigns concentrated almost entirely on pitiful children—little ones, homeless, sick, starving, and defenseless. During peacetime the organization does tremendous work in other fields in addition to child welfare, but its directors are intelligent enough to appeal to one of our deepest emotions, the love for children, pity for the suffering, and sorrow for the downtrodden and oppressed. Through campaigns we gave money to help war victims, the innocent little waifs and their helpless mothers, whose faces were kept before us by posters, advertisements, and motion pictures. Why? Because we were moved by the appeal. During the early days of the war the U.S.O. in its national drive to obtain recreation centers for them when they were off duty pictured our service men standing aimlessly on street corners.

In the same way, the catch phrase, or slogan, helps to concentrate the power of the campaign. A good slogan appeals to the emotions, as the symbol does. When a slogan becomes a household word, as so many have, then it is successful. It should be brief, colorful, and easily

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remembered, such as any of the highly advertised slogans we see and hear today. The good ones make us product-conscious. "There Is a Ford in Your Future" was a good example of 1945 slogans. It was simple yet packed with advertising psychology. "Remember Pearl Harbor," "Keep 'em Flying," and "Buy Bonds" were slogans of the Second World War that were designed to make the public *act*.

*The Brief.*—The brief for a publicity campaign or a public-relations program is the prospectus or outline of the proposed plan adopted as a guide to be followed until the campaign ends or for a given period of time. It is a formal outline of logically related headings, setting forth the main points of the plan. A statement in the form of a reason should support each heading or point of the plan.

The brief is based on factual information after a thorough study has been made of local conditions and public opinion. A survey is first conducted, and then the findings or results are measured, weighed, and finally analyzed, all conditions that may affect the campaign directly or indirectly being taken into consideration.

#### *Important Parts of the Brief.*

1. Statement of the case, outline of the proposition, setting forth of the problems, obstacles, and adverse conditions as related to the favorable elements or assets. (Remember to put yourself in the position of the opposition to anticipate its arguments.)
2. The plan and extent of organization.
3. General procedure.
4. Plan for coordination of effort.
5. Logical and orderly steps of procedure leading to the objective.
6. Provisions for a survey of the groups at which the effort is to be directed.

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7. A brief statement summing up the case (as in a debate) and ending with "Therefore" and your concluding remarks.

In a national campaign publicity frequently can be handled to much better advantage locally than from some distant point, owing to varied state and community conditions that require local understanding and consideration.

In formulating the publicity policy it must be kept in mind that most publicity is directed to many classes in many sections—rural localities, tenement districts, small towns, and metropolitan areas. The speech of a New York executive in behalf of a worthy cause might sound abstract to a laborer in the tenement district of Brooklyn or a storekeeper in Kansas. It is natural for such listeners to find it difficult to apply such remarks to themselves, and the result is that they will not be moved to action as is intended. But when a local radio station or local paper carries the same story from the mouth of a respected citizen of the community, they are apt to be deeply impressed and will be more likely to be influenced.

When preparing the brief the executive must take into consideration local problems that will arise during the campaign. These problems will have to be handled not by the national headquarters but by or through local headquarters. Newspapers will want special interviews from local leaders and special information applicable directly to the community. In charity or welfare drives radio stations will offer time for broadcasts, frequently on short notice. Stores, factories, theaters, and organizations will offer assistance, probably in the way of contacting firms for donations. Although national headquarters should direct and coordinate the program it should not attempt to dictate the pitch for local situations. If there is a local publicity bureau for each area, it should handle such matters

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but should cooperate with the national office and coordinate its activities with the policy of the national publicity staff.

*Procedure, with the Brief as a Basis.*—Public-relations men deal with the public, a public that must be educated, informed, and influenced on behalf of the program to be effectuated. At first, the particular story must be told to the public simply and clearly. Even the most intelligent may not have the special knowledge necessary to appreciate and understand the value of a new movement, policy, or proposition. The bare bones of the idea must be shown them. The public-relations man must be able to interpret the significance of the idea in terms the public will understand. When these are decided upon, they should be repeated, in varying and interesting forms. Only in this manner will the idea be impressed upon the mind of the public.

Many public-relations men will be interested in small campaigns involving the people of only one community. However, in order to understand the mechanics of publicity it is necessary to picture a public-relations program in its highly expanded phase in order to touch upon and view phases that in a small campaign might be too microscopic to study.

A program for furthering and promoting the good will of the metal industry might be along the following lines. This example is furnished merely to illustrate procedure, form, and the necessity for organized and coordinated effort.

#### A Suggested Public-relations Program for the Associated Metal Manufacturers for 1945-1946

*Purpose.* The purpose of this statement is to define for the Associated Metal Manufacturers and their coordinating organizations realistic public-relations objectives and functions for the years 1945 to 1946.

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*Scope.* The scope of the program suggested here is limited to objectives peculiarly important to the metal industry and to procedures within the possibilities of accomplishment by these companies, with the existing resources of staff and facilities.

The program recognizes that, while the broad objectives of the individual manufacturing companies may be those common to the metal industry at large, there are regional variations dictated by public, dealer, and labor conditions as reconversion becomes an actuality and materials are released.

The metal manufacturers and affiliated organizations (such as the Manufacturers and Wholesalers Association) will be called upon to propose and recommend suggestions for a united public-relations program to be promulgated nationally and locally immediately following V-J day. It is an accepted fact that well-integrated groups of companies constituting a strong national association will accomplish most, both for the association and the industry, by placing primary reliance on the work done by the member companies.

*Objectives.* This statement of objectives is based on the conclusion that primary public interest in the metal industry has shifted from anticipated achievement (announced through the press following V-E day) to what the industry proposes to do and a frank statement of what it will stand for, now and in the future.

Research and reliable surveys indicate that information concerning the designs, improvements, and availability of products manufactured by the metal industry will continue to be big news as new items are produced and marketed.

As for the industry's war record, the public is war-weary and is inclined to view the successes of the industry in building tools and equipment for war as military rather than manufacturers' accomplishments. In production, not-

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withstanding the many published predictions, pound or unit production in 1946 will not match the miracles of 1940 to 1945 because of scarcity of metal and manufacturing equipment, a shorter work week, strikes and other problems. The public must be fully and accurately informed of all factors so that it will know and understand the problems facing the industry. This not only will promote public confidence but will permit no false hopes or illusions that the public might acquire from inaccurate information. Unexplained failure to meet the expectations of a misinformed and over-optimistic public would create bad public relations.

In approaching the public-relations objectives that recognize the newly emphasized interest in production, prices, quality, and design improvements, an attempt is made to define in order of importance the industry's 1945 to 1946 program. The following list of objectives is in terms of categories of "selected publics," whose attitude bears directly on the immediate production efforts as well as the general welfare of the metal manufacturers.

These objectives are as follows:

*Deserve, gain, and hold the good will of the community.*

What is the community's primary interest in the metal manufacturers? It is the value of the manufacturers' operation, in relation to the future opportunity and development of the community.

The pay rolls of some manufacturers carry little weight with the community's leaders and planners in cities where large industries employing thousands of workers are located. Some Chamber of Commerce officials are no longer impressed by average employee and pay-roll figures. However, the communities of Dallas, Indianapolis, Kansas City, Cleveland, St. Louis, Oakland, Atlanta, New Orleans, and Buffalo, to name just a few, can be relied upon to help metal manufacturers and other industries in peacetime production

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and will accept them as social and economic assets to the community. In some areas, community help and cooperation will be enthusiastic; in others, the attitude may be truculent. In every case the burden of building and maintaining good community relations rests upon the individual companies.

Already some communities have made it very clear to the various industries the price they expect for community support. That price is an assurance of fair labor practices, minimum demands on the community, plus a helping hand to other businesses and industrial enterprises and civic activities, especially during the period of readjustment and stabilization.

By fulfilling its part of this implied bargain and using public-relations procedures to ensure that the community *knows* the bargain is kept, the metal manufacturers will deserve, gain, and hold the good will of the community.

The Pittsburgh area has ranked as the leading industrial metal-manufacturing center in the world. What Pittsburgh and other industrial cities have thought of the industry has made its impact on Congress and upon the general public. Now, with the decentralization movement of industry, what Dallas, Indianapolis, and Oakland will think of the metal industry will influence what newspapers print in Texas, Indiana, and California, for example, and what press associations will relay throughout the country.

For the purpose of defining public-relations objectives, the community is divided into two groups.

1. Community leaders—the Chamber of Commerce, banking, business, and civic groups.

2. The community at large—of this the key group, insofar as this program is concerned, is the thousands of metal-manufacturing employees and their families.

The confidence and good will of community leaders may be obtained independently of an attitude on the part of

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the employees favorable to the manufacturers, but such an attitude is prerequisite in keeping the confidence and good will of the community at large because of the numerical importance of metalworkers in many cities.

*Deserve, gain, and hold the good will of employees.*

In the case of Dallas and Indianapolis again, industrial employees and their families represent a substantial percentage of the metropolitan population—perhaps 15 to 20 per cent. Their attitude affects both production and community attitudes.

What is the primary interest of employees in the metal-manufacturing industry? As in other industries, it is just and fair wages, opportunity, and security.

The price of employee good will is realistic evidence that the manufacturers resourcefully are dealing with such problems as transportation, housing, and child care in congested areas, that they are fairly administering job classification and wages, and that they are taking the employees into their confidence and keeping them fully and accurately informed on company plans, operations, and practices.

*Deserve, gain, and hold the good will of veterans.*

What is the primary interest of veterans in the metal industry? It is opportunity and security.

The most powerful articulate group emerging from the war is, of course, the veterans. The power and influence of this group are being felt now. The war veteran wants a job, at his old rate of pay—or better, in most cases. Any industry incurring the veterans' wrath will long suffer the consequences, for they will be walking and talking agents of adverse public relations.

The foregoing statement of public-relations objectives has been in terms of "selected publics," with an effort to identify in each case the primary interest in the metal manu-

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facturers. There is, in addition, the general public—customers, dealers, wholesalers, distributors, and suppliers, as discussed in Section VI.

Public relations does not work on a “campaign” basis. Good and sound public relations stems from commendable long-range managerial policies that will meet with public acceptance. A campaign connotes short-term public relations and although good for the purpose it serves does little more than dent the surface of public attitude. Intensive but long-range educational work, through many channels, is constantly required, with the industry working on the premise that action speaks louder than words. The industry will *do* first, then *tell* about it.

Collaboration between the metal manufacturers and the Manufacturers and Wholesalers Association can make valuable contribution in those phases of public relations which have a real relationship to production.

Primary reliance should be placed on the regional and area work of the metal industry and their member companies, plus the individual company’s full and honest statement in answer to the questions the several “publics,” beginning with the employees, want management to clarify, as on plans and policies.

As a guide for cooperative work, the public-relations objectives for the metal industry might be as follows:

1. Good will of the general public, as influenced by constructive information in the press, the magazines, and the radio, geared to the key words “quality,” “progress,” and “economic stability.”

2. Good will of “thought leaders” in key states, gained through evidence of the achievement, soundness, and good citizenship of the manufacturers.

3. Good will of other business and industry, gained through cooperation with the national business and industrial groups.

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*Procedures.* After summarizing the 1945 to 1946 public relations objectives as (1) establishing a permanent record of *reconversion achievement* and (2) shifting emphasis in 1946 to *industry's community value* to gain the good will of the community, the employees, the government, and the veterans, the following procedures are recommended:

1. Agreement on the objectives by a central public-relations committee.
2. Approval of the program by company presidents.
3. Arrangements for preparation of a war and reconversion-period history of the metal industry for the permanent record.
  - a. Preparation by an academic institution, such as Harvard School of Business Administration.
  - b. Preparation by an outstanding public-relations firm under direct sponsorship of the industry.
  - c. Preparation of a motion picture by a producing company such as Sarra, Inc., of how the industry went to war and how it was the first to swing back into peacetime production.
4. Community program:
  - a. Demonstrate to selected communities the metal manufacturers' interest in future welfare of the community by supporting all civic activities.
  - b. Release metal-industry films for luncheon and civic clubs, community meetings, schools, etc., on or about Jan. 1, 1946.
  - c. Inform community through business and civic leaders, by direct contact and correspondence as well as general publicity, of the various direct and indirect contributions of industry to the community.
  - d. Increase community distribution of information on employment, training programs, etc., with emphasis on methods and value of employee

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services, and how this makes better citizens for the community.

- e. A closely integrated cooperation with radio stations in major manufacturing centers, keeping the local stations fully informed and serviced with information material, with emphasis on the industry's determination to speed production in an effort to supply national demand.
- f. Designate an executive in each company responsible for community relations, and charge him with the duty of seeing that officers of other companies become integrated into all such community activities as Chamber of Commerce, clubs, and civic groups.
- g. Arrange for new presidents and executive committees of the Chamber of Commerce to visit their factories as guests of the company president once every 60 or 90 days, the first of such visits to be scheduled beginning Nov. 1, 1945.
- h. Increase participation in and support of Industrial Department of the Chamber of Commerce and any forums that may be sponsored by local civic groups.
- i. Arrange meetings every 30 days with some group from the publishing, radio, or motion-picture newsreel-shorts fields. As a suggested initial schedule for last half of 1945:
  - July 24—newspaper publishers.
  - Aug. 7—financial and industrial writers.
  - Aug. 28—managing editors, city editors.
  - Sept. 5—general writers, free-lance writers.
  - Sept. 26—wire services and syndicate writers  
(emphasis on decentralization of industry).
  - Oct. 2—trade-magazine writers.

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Oct. 30—newsreel and short-subject men.

Nov. 7—editorial writers.

- j.* Create an “event” focusing community attention on the metal manufacturers once every 60 to 90 days. The first of these events should be big, impressive, and highly publicized *metal expositions* in every city where such exhibits can be presented. These should be scheduled during October, 1945.
  - k.* Maintain speakers bureau, with variety of interesting subject matter, using the central committee as a clearing unit.
5. Employees’ program:
- a.* Utilize information resources described in (4) above by revising presentation in a manner suitable for employees.
  - b.* Designate a coordinator on the employees’ program in each factory from the public-relations staff.
  - c.* In view of the fact that management and employees are “partners” it is recommended that each company prepare one article or story, together with interesting photographs or illustrations, for each issue of company publications, these articles to be frank, honest, and “down-to-earth” answers to the questions most asked by employees, who wish to be taken into management’s confidence.
  - d.* Add to employees’ information referred to above special information on manufacturers’ efforts to deal with their various problems, such as housing.
6. Government program:
- a.* Encourage top company executives when in

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Washington to meet with congressional leaders and heads of departments.

- b.* Prepare and distribute factual and easily understandable reports showing progress and new developments in the industry of interest to employees and the public.
- c.* Increase flow of information to Congress, but prepare it so that it will be attractive as well as informative.

#### *7. Veterans' program:*

- a.* Develop in cooperation with industrial relations, for submission to each company, president's policy and program on employment of veterans.
- b.* Inform veterans through their organizations and through the various trade-service publications of the metal manufacturers' program.
- c.* Consider advisability of establishing veterans' advisory committee to the industry.
- d.* Cooperate with veterans in all sound programs that have as their objective reemployment and security.

8. Propose and exchange public-relations objectives, and suggest cooperation wherever practical.

9. Define working relationships with metal industry's association on public-relations matters.

Some of the steps listed above would be company projects, while others would be directed by the joint public-relations committee. Such a program would have to be closely coordinated, calling for effective liaison between the manufacturer and the metal industry's public-relations staff. Although the purpose of the foregoing outline is to illustrate the brief, it all serves to show the advantage of sound, thorough planning.

On the basis of the above outline, the novice should prepare a brief, including a schedule of publicity releases, for

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carrying out the program in his own city. Many points of the program should be set down in considerable detail, so that its application will be clear in the local aspects.

*Release Schedules.*—Every publicity man needs a workable publicity-distribution schedule. All too often, unsatisfactory publicity results are due to inefficient and uninspired distribution of publicity rather than to poor writing or lack of news. Much good, beneficial, and useful publicity in an attractive setup receives scant response because the publicity man did not realize the importance of comprehensive and intelligent distribution of publicity. The very nature of publicity demands flexibility; for publicity more than the usual run of business and professions requires adaptability, resourcefulness, ingenuity, and originality. Other factors that play a conspicuous part in publicity are alertness, intelligence and initiative.

To be successful as a publicist one must be mentally on his toes at all times. Publicity is a matter of studying the ground; the publicity expert engaged in a campaign should have his plan of action well outlined for good results. He will study the number and the placing of the stories he sends out. The experienced man realizes that too frequent releases are sometimes as harmful as too few.

The publicity man should have a list of the leading papers in each section of each state to ensure satisfactory coverage. The list for a national campaign should consist of several hundred leading papers in all important centers of the country, a small list of important morning papers, a corresponding list of afternoon papers, and a complete list of all Sunday papers. It also is advisable to have an alternate list of the big daily papers. The publicist should have a list of the papers that will accept telegraph stories of important developments. All newspapers should be listed on an addressing machine when possible, since the address-

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ing machine speeds up the process of news releases immensely.

The campaign director should supplement the above list with the names of good weekly papers, trade journals, institutional bulletins, religious magazines, foreign-language papers, and picture magazines. All these organs can be found listed in one of the current newspaper directories.

The publicist may find that he will obtain better results by sending his releases only to the wire services, as news stories carried by them are often accepted more readily than those received direct from the publicity man. There is no set rule on this particular point, however; the publicity man will have to experiment and determine his own policy. The clipping service will serve as a check, and he will soon learn who will and who will not carry his releases but will carry the same story when sent over the wire.

Again it should be said that the full story of the campaign should not be told in the first announcement. The publicist must be capable of judging and spacing his stories so that all the ammunition will not be fired in the first round. He should time each newsworthy event of the campaign to permit news stories to break at given intervals. When the peak of the campaign is reached, the heavy artillery should be brought into play. The fire should be so well directed that he will score direct hits. To do this he must keep his sights lined on the target. Proficiency comes from experience and practice. The man just starting out must not expect to be perfect.

The publicist must always keep up with what is going on around him. He must know from watchful reading what the papers are writing about, what new departments they add, what new features they adopt. To achieve maximum results, he can never act in a simple routine manner, even if, at the outset, the distribution of a story does seem to be a routine matter.

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There are various ways in which a publicity man may demonstrate to himself just how skillful he is at planning publicity distribution. One way is to develop a system of checking his releases with the stories that actually appear in the newspapers. This is usually done by using a clipping service.

When the publicity man is engaged in purely local affairs, it is best for him to check the particular newspapers to which he has sent his publicity and thus obtain his own clippings. In large cities daily newspapers publish several editions each day. Here it is advisable to check all the editions. Frequently changes occur and pages are made over from edition to edition. Space has to be made for important news developments by killing material considered of less importance. This material may unfortunately include his publicity.

If, after inspecting his mat release in published form, the publicity man finds it cut, for example, from 300 to 100 words, he can be certain that he overwrote the story, even if it was published widely. He can profit by comparing his work with the rewrite. He will find where he was at fault and will also discover improved methods of presentation that he may use in the future.

Clipping bureaus will take orders for as many publicity subjects as the publicist wants clipped. He should make his order as specific as possible and let the bureau know in advance the kind of publicity he plans to release. Whenever possible, he should send each bureau 10 to 15 copies of his publicity releases so that the readers can use them to acquaint themselves more particularly with the subjects they are to clip. As the stories appear and are cut out of the newspaper, the bureaus mail them to the publicity man, with tabs stuck to them noting the papers from which they came and the dates on which they were published.

Before the formal opening of a state political campaign,

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a prospective candidate for governor, John Smith, wishes state-wide publicity as a build-up for a "Draft John Smith for Governor" movement. He employs a publicity man to plan and direct this effort. The publicity man lists the various types of news stories he would prepare and designates the newspapers to receive these stories; how he would schedule their releases; whom he would contact on the newspapers, how he would release stories going to the dailies and weeklies over the state; and what method of distribution he would employ and what plan he would follow in an effort to get editors to carry editorials favorable to the future candidate.

The publicist must always check his work for results. It is imperative that he know how well his publicity caught on, which papers used it, how it ranked, and how it was handled. All this information can serve as a guide to his future activities in publicity and will also show the degree of effectiveness he has reached. The way the papers handle his publicity will indicate how well he prepared it. Usually he knows what editors use a release "as is" and the style others prefer; therefore the publicist should prepare special releases rather than depend on one identical release for results.

*Clipping for Profit.*—The publicist should study and analyze clipping returns. This study will yield valuable information. He can discover by this means how well his publicity has "pulled" in the various sections of the country. If it went over well in one state or one county or one particular district, he should find out why. His publicity may have had a particular "punch" for one region. He should play up to this interest. A check may show that his publicity scored with Sunday feature editors but failed to interest the general news editors.

Local or sectional clipping bureaus are found in many of the large cities. They cover their areas carefully and

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sell their services to individuals, companies, and publicity organizations. These large clipping bureaus include coverage also on certain large national magazines. In addition, there are several bureaus that specialize in trade-paper clippings.

Although some publicity men complain that clipping bureaus are sadly inefficient, the better bureaus can be relied upon to give 75 per cent coverage of publicity returns. It is true that they often miss clippings in important papers. Some are often weeks behind in returning clippings, and seldom do they cover all the newspapers. Because of this it is advisable to use more than one service. From a practical standpoint they have difficulty in obtaining all the editions of the papers they do receive, especially the big city dailies. But consider the tediousness of the job of reading newspapers all day to discover clients' stories. Readers get tired and at times careless and cannot be expected to read every word of every line in the newspapers they cover. Regardless of these negative factors, clippings from these bureaus are still an effective means of determining the extent of publicity distribution.

Although estimates vary, conservative publicity men maintain that a clipping bureau will return on an average about 50 to 75 per cent of the clippings of publicity stories actually published. They estimate that, if the publicist gets 50 clippings of a piece of publicity, the chances are that the publicity was used by at least 100 papers.

By employing three or four clipping bureaus, each assigned to clip the same subjects, many publicity men secure maximum clipping returns. This does result in duplication and may seem wasteful, but it is often worth the cost.

The publicity man can make additional use of the clipping bureau in providing material on subjects unrelated to his publicity. If the publicist for a safety razor firm wants to obtain all newspaper mention of electric razors, the clip-

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ping bureau will put forth every effort to supply such clippings. The publicist may order clippings on any subject, and they will be glad to tackle the job. These services can often be useful in providing a check on the publicity competitive products are receiving. They supply, in addition, material indicating public reactions for or against causes in which publicity men are interested. Perhaps the publicity man will want to limit the number of clippings, each month, to a certain figure. This can be done and is a good idea if he is doing publicity on an exceptionally newsworthy subject that is likely to have a large editorial response. He may want editorials on a given subject; the clipping bureaus will comply. From the results of his publicity thus obtained in the form of newspaper clippings, he can much more effectively measure its value.

The following table is based on newspaper clippings supplied a company by the Allen Press Clipping Service. Although, like other services, Allen cannot guarantee 100 per cent return on material published, the coverage is complete enough to present a satisfactory picture of the amount of space devoted to Company X by newspapers throughout the country.

Translated into dollars and cents value to Company X at a column-inch rate of \$1.06 (an average for large and small daily papers throughout the nation), the 169,629 column inches of material published in 1 year would be worth approximately \$179,806.74 if purchased as display advertising. Even eliminating 50 per cent of this amount to allow for unfavorable mentions (of which there were very few) and stories which were not wholly devoted to Company X, the projection would result in a value of almost \$90,000 being ascribed to the editorial space.

A total of 265 stories were released to branch-city newspapers, to 1,553 newspapers on special mailing lists, and to the principal news services, including the Associated

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Press, United Press, and International News Service. These releases comprised a total of approximately 95,000 words.

Company X released several thousand photographs during the year in conjunction with spot-news stories or as

TOTAL INCHES

Month	Stories	Photographs	Total inches
January .....	4,625	1,532	6,156
February .....	3,002	2,556	5,558
March... ..	4,014	9,610	13,624
April. ....	15,971	9,887	25,858
May . . . . .	8,350	4,064	12,414
June .....	13,015	14,463	27,478
July. ....	6,595	4,283	10,878
August . . . . .	9,415	2,901	12,316
September . . . . .	11,145	5,936	17,081
October . . . . .	5,765	4,478	10,243
November . . . . .	8,235	6,291	14,526
December.....	8,644	4,852	13,496
Total inches.....	98,776	70,853	169,629

feature material for rotogravure sections of supplements. Negatives and photographs were furnished the leading photograph syndicates, including Associated Press Wirephoto, International News Photos, Acme, and Wide World, which in turn provided them to hundreds of newspapers subscribing to their service.

The result was that during the year the clipping service returned a total of 11,299 clippings to Company X.

The choice in organizing materials for publicity records is a matter of individual taste, purpose, and specific needs. Most publicity men prefer to make use of scrapbooks to arrange their clippings. These are usually in chronological

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order, though some prefer to keep clippings arranged in the order of the subjects dealt with or the individual stories released. Still other publicity men prefer the geographic arrangement, city by city.

In case of local publicity in cities where it is possible to obtain tear sheets from clipping bureaus, publicity men make widespread use of this service for record purposes. They circle the story itself in red pencil and underline the phrases that contain the publicity "plug."

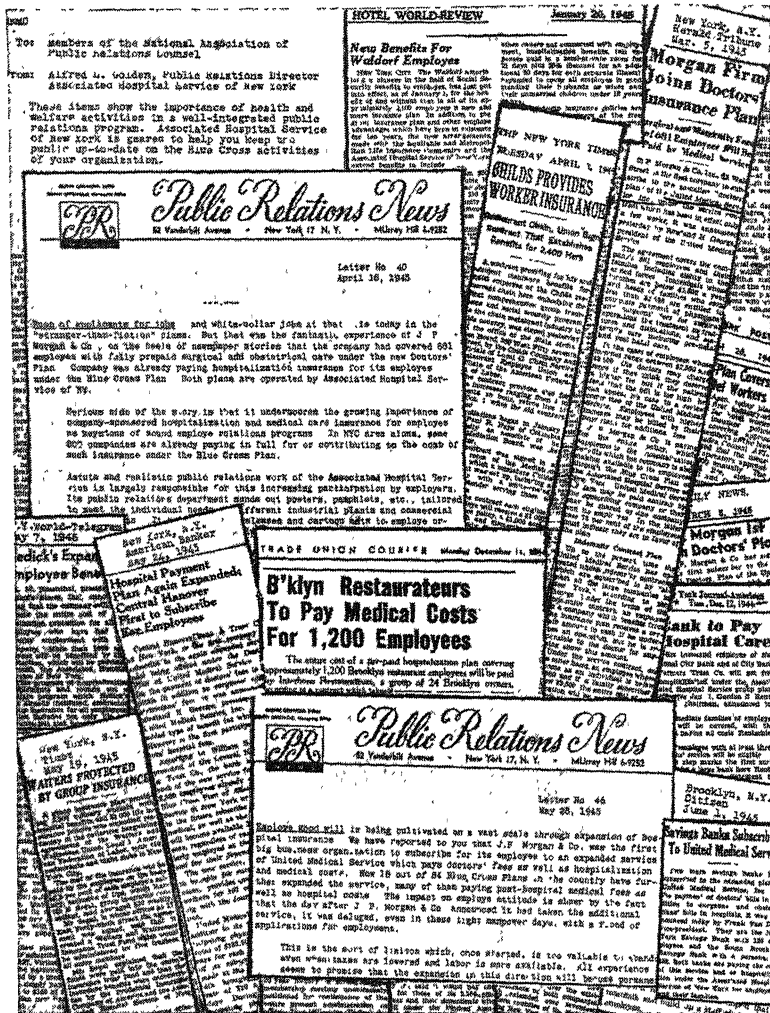
A different approach to utilizing publicity results is to paste a single clipping on the page of a scrapbook with an identifying caption, such as "This clipping appeared in the following publications" (the names of the publications are then clearly listed).

Photostating of tear sheets containing publicity makes it possible to distribute copies of publicity returns to as many persons or firms as one may want to contact. A fine example of this is the reproduction of the 9 by 12 leaflet shown on page 298. It was prepared and sent out by Alfred L. Golden, public-relations director of the Associated Hospital Service.

When publicity results reflect public acceptance of a product or an idea, the client's sales organization or the trade or groups he is attempting to inform or to sell should by all means be told about it. Successful results also indicate that "hard-boiled" editors have counted on the publicity for this product or idea as an interpretation of public interest and public tastes and have gone out of their way to feature it in their editorial columns.

Favorable publicity is marketable. Valuable publicity returns are wasted when not properly followed up. It is a wise firm that makes advantageous use of past publicity. Countless times advertisements have appeared in magazines and newspapers of reproduced news clippings that

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The leaflet reproduced above shows one method of reporting publicity results to an unlimited number of persons or firms. It was prepared by photostating tear sheets containing publicity.

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are favorable to the product and that serve as a strong testimonial.

The publicist must learn the art of "pepping up" publicity results. Publicity clippings as such are not sufficiently interesting to show to a client. However, they can be dressed up or dramatized in unusual ways. One method is by trick photography. Again, the clippings may be arranged attractively on large pieces of cardboard. These may be pasted on scrapbook pages, which are next creased in huge accordion folds, which, when unfolded, stretch out for 10, 15, or 20 yards, or even more.

Graphic presentation of publicity results in an effective tool for the publicity man. If he wants to project his return in terms of how large an edition of a certain newspaper would be required to contain all the lines of publicity obtained by him, he can make use of several methods. Two of the most effective follow:

He may have a drawing made of the masthead of the paper and place beneath it the facts he wishes to submit. Or, better, he may show this paper stacked pile on pile to represent the huge edition necessary to contain the entirety of his publicity.

An effective presentation of publicity results to groups of any size may be made by the use of a large board on which the publicity display is attractively arranged. The display may be kept covered until the speaker wishes to refer to it. The unveiling of the publicity results at just the right time is both effective and dramatic.

When publicity returns are small numerically, the experienced publicity man explains the purpose for which each release was designed and then makes use of the clippings to show how this end was attained. By this method, an impressive and interesting digest of returns may be made from a small number of clippings.

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The publicist must study the returns of every publicity assignment, know just what they have brought forth. He should avoid making the mistake of presenting them to his client or principals carelessly or haphazardly. When he has determined which returns are most satisfactory in results, he should play up those which are conspicuous or unusually dramatic or significant. A method must be chosen for displaying them that is dramatic, convincing, and interesting. Then, just as he would sell marketable goods, he sells these returns. After all, these results are his merchandise, his stock in trade. These are proof that he did his job and did it well. For the publicity man to make the most striking, intelligent, and effective use of these results will call for resourcefulness, originality, and ingenuity—the stuff of which good publicity men are made.

*The Critique.*—A critical survey and study of the publicity plan should be made at given intervals or stages of the public-relations program. Such a review is termed a “critique.” At each milestone a critique should be made as a check on the effectiveness of the plan and to allow for possible adjustment and readjustment. Just as an airplane motor must undergo a periodic check every 25 hours, so must publicity, which is the motor of a campaign. If the motor is mechanically imperfect, will not function smoothly and furnish power, the campaign will get nowhere—probably not off the ground. If the motor cuts out and goes dead after the campaign has taken off, the campaign will crash and the publicity director as pilot will be injured, possibly killed (in his reputation as a publicist).

The critique should record the analysis of the brief in order to

1. Estimate the probable effectiveness.
2. Determine the principal target.
3. Indicate possible weaknesses.
4. Determine need for readjustment.

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The summary should be a statement based on the final analysis and should contain

1. Recommendations in the light of analytical study of the plan or, if the plan is in force, analytical study of the effect so far.

2. An evaluation of favorable and unfavorable conditions and a statement of suggestions and recommendations.

Essentially, consciously or unconsciously, the public-relations man is doing his part to make this a more decent and prosperous country. A strong public-relations program based upon sound thinking has as its aim the easing out of tensions that exist between labor, business, government, and the public, due to misunderstandings and unnecessary grievances. The reputable practitioner's first aim is to make it possible for separate interests to work together for a common good without strife or suspicion—the ultimate aim of democracy.