PN-ABT-059
ISN 91042

Teaching Materials for

"Public Relations" Workshop
of
Activity #2: Organizational and Managerial Communications

Presented by
Professor Scott Olson
and
Sandra Hamer, Consultant
January, 1994

January 26, 1994

Buddy - (your packet has more appendices than the others)

MEMORANDUM

TO: Henry A. Enck
FROM: Scott R. Olson
RE: Communication workshop #3, U.S. AID Year III
CC: G. Muirhead
L. Fellage
L. Cephas

We should be of proud and encouraged by the extent to which our TUWr and UWr colleag ues have been able to run sessions during our workshop series. In general, I could not be more pleased with the talent, enthusiasm, and knowledge of the Polish trainers I trained and co-taught with: Lilianna Marciniak (UWr), Joanna Kurzcbuch-Sikora (UWr), and Monika Krzyzak (TUWr). The train-the-trainers sessions were effective and exhausting, mostly because Lilianna and Joanna had "done their homework," read all the material I had sent them, put together rough drafts of their presentations/cases/projects, and were able to ask insightful and intelligent questions. The workshops themselves went very smoothly with one unfortunate glich I will mention below. Even though there were five instructors, the material pieced together well and provided the students with a coherent, accumulating experience.

Our Polish colleagues presented or managed approximately 75% of the material in the workshop. The cases we used this time were even better suited to the Polish context than the ones we used last year. For the spokesperson/television presentation exercise, we used two cases directly from that week's headlines in the Polish newspapers: one involved the crash of a Polish airliner, the other a Polish ski lift which jumped off its track, injuring skiers. Participants were expected to defend the company as if in a crisis situation. Other cases we used included a special section of a Polish newspaper describing the image of the Polish police (copy attached), which participants were asked to develop a strategy to improve, and the case of problems introducing Gerber babyfood in Poland given maternal traditions there. Students responded in a lively, engaged, and enthusiastic fashion to these cases, not just because they were such vivid embodiments of Polish experience, but also because they so invited application of the communication principles we had been discussing.

I would like to comment on each of the Polish trainers in turn. Liliana Marciniak could not be more dedicated to the communication project or Central Connecticut State University. She has comprehended precisely the points we made last year about pedagogy and andragogy: that a continuing education audience wants to be involved, not lectured at; that they learn best through examples, cases, simulations, projects, and any other hands-on activities which allow them to apply their own experience to a complex situation; and that allowing the students to discuss problems and propose solutions suitable to the Polish context is perhaps the best possible use of our time together. Apparently, this is not standard Polish pedagogy (in fairness, it is not standard American pedagogy either, in spite of the fact that study after study has shown that it is the most effective way to learn). Ms. Marciniak use all of the tools and techniques we taught last year and did us proud in her application of it. She did not merely reuse cases and simulations from last year , but created new ones of her own. Her mastery of English (she speaks it like a native of Oxford) made training-the-trainer that much easier. She made excellent use of Sandy Hamer, drilling her for hours on end about concepts and practices in public relations.

Joanna Kurczbuch-Sikora was also excellent. Although her spoken English is not as good as Lilianna's (then again, my spoken English isn't as good as Lilianna's), she was exceptionally well prepared when I arrived, having read and digested all the English-language material I had sent. She is a natural lecturer, using humor and interaction to keep the students engaged. She developed several interesting cases, including some very pragmatic ones from the Polish context. She worked hard to adapt English language concepts to the Polish context, even developing Polish acronyms for American concepts which are better than the American original (for example, her Polish acronym for the AIDA concept, Attention-Interest-Desire-Action, was an acronym which means the yoke of a horse, making it a clever, subtle, and memorable joke).

Monika Krzyzak is difficult to evaluate. Her lecture on Public Relations in Poland seemed effective, and she used many examples, but she used none of the interactive techniques we had been stressing: there was little discussion, no case, no simulation. One disadvantage was that she does not speak English; although Zuber and I tried to persuade her to come to our train-the-trainer sessions, she demurred. Perhaps English-language ability should be strongly considered in future selection of presenters. I have no specific complaint about anything she said or did, because it seemed effective, but the whole workshop could have been better coordinated if she had participated in the train-the-trainers sessions.

The packet of material distributed to the participants was a translation of the material distributed last year, making it much more useful for the Polish context. It provides specific step-by-step advice on how to run a good communication/public relations program. A copy is included for your review. Please remember that I have written almost all of this; this is a first step in developing this material for the case study/workbook provided for in the grant.

Sandy Hamer was an excellent choice as practitioner. Given the energy she committed to this project, one would hardly suspect that she was donating her time. She supplied the participants with volumes of material in addition to the extensive notes and cases she had herself prepared (English language copy attached). Both trainers and students responded to her challenging projects and discussions. Her work usually stretched on into the night, as the trainers or participants questioned her extensively about the principles and practices of PR. In short, we could not have chosen better. You should already have received her report to get her perspective on things.

On Friday night, Jan. 7, I had the unusual but rewarding experience of making a presentation to the Connecticut Club, a group of English-speaking alumni of CCSU/TUWr programs. We met in one of the presentation rooms at TUWr. I gave a talk on human information processing, and Ms. Hamer gave a talk on her career as a PR person. The discussion afterwards was quite interesting, and it was refreshing to speak without the need for a translator. It was my impression that future CCSU visitors to Wroclaw would also be invited to speak to the Connecticut Club, and I would encourage them to do so. A description of the Connecticut Club is attached.

Unfortunately, my visit was cut short by the unexpected death of my mother-in-law. I learned of this late in the evening on Tuesday, Jan 4. I was torn between my responsibility to the communication program and my responsibility to my family. Through the help of Lisa, Sarah, and the rest of the International Development staff, I was able to return home in a fairly timely fashion, although I did miss the funeral. Through one small change in the workshop presentation schedule, I was able to present all the material which was my responsibility; luckily, most of Saturday and all of Sunday were to be presented by others, but of course it is disappointing that I was not there to observe and crtique the perfcrmance of our trainers. They were well prepared for the Saturday case study, since we had done it the year before, so I departed with confidence that things would be fine.

Olson Itinerary
(with working hours)

Monday Jan 3, 1994

17:00	Arr. Wroclaw	
17:30 - 21:15	Train trainers Session I: Zuber, Kurczbuch-Sikora, Marciniak	(3:45)

Tuesday Jan 4, 1994

09:30-11:30	Deliver books, tickets, other errands at TUWr	(2:00)
11:30-14:30	Coordinator business w/ Zuber; workshop planning	(3:00)
14:30-16:00	Personal time	
16:00-19:00	Prepare invited lecture for Inst. of Soc., UWr	(3:00)
19:00-22:45	Train trainers Session II: Kurczbuch-Sikora, Marciniak	(3:45)

Wednesday Jan 5, 1994

09:00-09:30	Prepare for a.m session	(0:30)
09:30-12:30	Train trainers Session III: Kurczbuch-Sikora, Marciniak	(3:00)
12:30-13:30	Prep crisis communication lecture	(1:00)
13:30-14:15	Coordinator business meeting w/ Sitek	(0:45)
14:15-16:00	Lecture to Inst. of Soc., UWr	(1:45)
16:00-16:30	Prep recommendation letter for Rowan Rostek, MSOM	(0:30)
17:00-19:00	Prep workshops	(2:00)
19:00-22:00	Organizational meeting over dinner w/ Zuber, Marciniak, Waskiewicz, Hamer	(3:00)

Thursday Jan 6, 1994

09:30-12:45	Workshop	(3:15)
12:45-13:30	Lunch	
13:30-17:30	Workshop	(4:00)
17:30-18:30	Prepare translator (w/ Zuber, Marciniak)	(1:00)
19:30-22:30	Train trainers IV: Q&A with Marciniak, Hamer	(3:00)

Friday Jan 7, 1994

09:00-12:30	Workshop	(3:30)
12:30-14:00	Working lunch	(1:30)
14:00-17:00	Workshop	(3:00)
17:30-19:00	Lecture to Connecticut Club	(1:30)

Saturday Jan 8, 1994

06:00	Depart for Prague	
11:00	Depart for Amsterdam	
16:00	Depart for Detroit	
20:00	Arrive Detroit	
	Total working hours (OLSON)	48:45

Student Contact Hours

Train the Trainers Sessions

I	3 trainees x	3:45	=	11:15 contact hours
II	2 trainees x	3:45	=	07:30 contact hours
III	2 trainees x	3:00	=	06:00 contact hours
IV	2 trainess x	3:00	=	06:00 contact hours
Total train-the-trainer contact hours				30:45 contact hours

Workshop training

Day 1	31 trainees x	7:15	=	224:45 contact hours
Day 2	30 trainees x	8:00	=	240:00 contact hours
Day 3	34 trainees x	6:30	=	221:00 contact hours
Day 4	31 trainees x	4:30	=	139:30 contact hours
Total workshop contact hours				825:15 contact hours

Lectures at Institute of Sociology

28 students x 2:00 = 56:00 contact hours

Connecticut Club talk

14 students x 1:30 = 21:00 contact hours

TOTAL CONTACT HOURS 933:00

Donated Material

Books donated to TUWr library

	Approx. Val.
Hamilton, C. Communication for Results. Wadsworth.	$20.00
Lederman, L. Communication Pedagogy. Ablex.	$20.00
Defleur/Dennis. Understanding Mass Communication. Houghton	$35.00
Barker & Barker. Communication. Prentice Hall.	$30.00
Dominick, J. Dynamics of Mass Comm. McGraw Hill.	$30.00
Boone & Kurtz. Contemporary Business Comm. Prentice Hall.	$35.00
Boone & Kurtz. Contemporary Business Sampler. Prentice Hall.	$10.00
Approximate total retail value	$180.00

STUDIUM KOMUNIKACJI SPOŁECZNEJ.
SESJA III 6-9 STYCZNIA 1994

Public Relations.

Program zajęć.

Zajęcia prowadzą:

Prof. Scott Olson - Central Connecticut State University
Pani Sandra K. Hamer - właściciel i prezes Hamer Associates, firmy działającej w obszarze Public Relations
dr Monika Krzyżak - Politechnika Wrocławska
mgr Lilianna Marciniak - Uniwersytet Wrocławski
mgr Joanna Sikora - Uniwersytet Wrocławski

Czwartek 6 stycznia 1994

Miejsce zajęć: Sala Banacha - Gmach Główny Uniwersytetu Wrocławskiego.

9.30-9.45	Wprowadzenie	Marcelina Zuber UWr
9.45-10.45	Public Relations - podstawowe pojęcia.	Scott Olson CCSU
10.45-11.00	Przerwa	
11.00-12.30	PR - forma komunikowania się przedsiębiorstwa z otoczeniem.	Monika Krzyżak PWr
12.30-13.30	Lunch	
13.30-14.30	Jak promować swoją organizację? 10 sposobów PR.	Sandra Hamer
14.30-14.45	Przerwa	
14.45-15.45	Identyfikowanie odbiorców docelowych.	Joanna Sikora UWr
15.45-16.00	Przerwa	
16.00-17.30	5 podstawowych pytań: Kto? Co? Gdzie? Kiedy? Dlaczego? Treść i forma przekazu.	Lilianna Marciniak UWr

Piątek 7 stycznia 1994

Miejsce zajęć: Sala Banacha - Gmach Główny Uniwerstetu Wrocławskiego.

9.00 - 9.05 Podsumowanie pracy z poprzedniego dnia.
Lilianna Marciniak UWr

9.05 - 10.30 Wykorzystanie imprez w Public Relations
Sandra Hamer

10.30 - 10.45 Przerwa

10.45 - 12.15 Wywiad w mass-mediach Joanna Sikora UWr

12.15 - 12.30 Policja i jej wizerunek w oczach opinii publicznej. Wprowadzenie do pracy w grupach.

12.30-14.00 Lunch (praca nad przypadkiem).

14.00-15.00 Omówienie wyników pracy w grupach. Dyskusja.

15.00-15.15 Przerwa.

15.15-16.30 Środki masowego przekazu - różnice i podobieństwa. Wiarygodność. Lilianna Marciniak UWr

16.30-16.45 Wprowadzenie do pracy grupowej nad wizerunkiem firmy 'Gerber' w Polsce. Sandra Hamer

Sobota 8 stycznia 1994

Miejsce zajęć: Byłe Studium Wojskowe Politechniki Wrocławskiej ul. Długa 61 Dojazd autobusami linii: 135, 435 z Placu Czerwonego.

9.30-10.30 Nawiązywanie i utrzymywanie dobrych stosunków z otoczeniem organizacji. Sandra Hamer

10.30-10.45 Przerwa

10.45-11.30 Public Relations w sytuacji kryzysu. Jak przygotować rzecznika organizacji?
Scott Olson CCSU

11.45-13.15 Przerwa (Lunch i przygotowanie wystąpienia rzecznika).

13.15-14.15 Nagrywanie wystąpień rzeczników.

14.15-16.00 Oglądanie nagrań i dyskusja.

Niedziela 9 stycznia 1994

Miejsce zajęć: Sala Banacha - Gmach Główny Uniwersytetu Wrocławskiego.

9.30-10.30 Public Relations w praktyce. Spotkanie z przedstawicielami mass-mediów.
10.30-10.45 Przypadek - Gerber w Polsce. Sandra Hamer
10.45-11.45 Praca w grupach (Gerber).
11.45-12.45 Dyskusja.
12.45-13.30 Koltai. Zakończenie sesji.

Association of Graduates of Business School "CONNECTICUT CLUB"

The group of graduates of the Business School conducted at Wroclaw Technical University by the School of Business of Central Connecticut State University took the initiative to create an association for all present and future graduates of the Business School.

Basic aims of the "Connecticut Club" Association are:

- to initiate and to support the actions towards development of knowledge and experience of the members of society in modern business,
- to increase in the region the awareness of existence of the modern business management methods,
- to initiate and to support the cooperation between polish and american organisations and institutions in the domain of business education,
- to initiate and to support the cooperation between polish and american enterprises,
- to represent and promote the interests of the society members in the professional environment.

The above mentioned goals are going to be achieved by:

- exchange of professional experience of the members of the association (presentations, talks and lectures of the members),
- organization of the lectures and seminars with invited speakers, (that from Central Connecticut State University are especially welcome),
- cooperation with the Business School at Wroclaw Technical University in organisation of education and trainings in the domain of business,
- delivering the industrial, economical and commercial services for the enterprises and small business in the region, in the domains of expertise of the members,
- cooperation with the local authority and business organisations (chambers of commerce, professional societys etc.) in the domain of international business,
- the other forms of activity in accordance with the statute of the association registered in Wroclaw on 30th of November 1993.

The Founding Committee:
Wojciech Sibilski, Barbara Mrowiec, Roman Kaszuba.
Temporary address:
Stowarzyszenie Absolwentow Szkoly Zarzadzania "CONNECTICUT CLUB"
Wroclaw Technical University
Smoluchowskiego 25; 52-370 WROCLAW
tel. (4871)203494, fax (4871)203432

Public Relations
Special Events
Corporate Communications

HAMER Associates Inc

TO: Scott Olson
FROM: Sandra K. Hamer, APR
DATE: December 30, 1993
RE: **Poland Workshops; Materials**

Hamer

Enclosed, as promised are my notes for two of my three possible workshops:

1 Ten Ways PR Can Help Market Your Organization
2 Using Special Events to Strengthen Important Relationships

I'm still working on my notes for the one on Using Relationships to Build Relationships, but will FAX it directly to your house if I get it done before you leave.

Also enclosed are copies of materials that might be useful in other workshops and which you may feel free to copy if you think there will be any interest:

1. "Preparing Your Organization to Communicate in a Crisis Situation", a presentation I've given to business groups from time to time,
2. Our firm's Crisis Checklist,
3. Business Crisis Assessment chart - from the Institute for Crisis Management, to which I belong,
4. "Prepare for Business-Related Crises" from the July/August, 1993 PR Journal,
5. "Opening a Credible Dialogue with your Community" from the August 1992 Pr Journal, and
7. Our firm's Media Relations suggestions that we distribute to clients.

If you need to reach me between now and your Sunday departure, I'll be at my cottage in Stephentown, NY (518) 733-6374 There's an answering machine there (and at my home in West Hartford 523-8231), so feel free to leave a message. I'll be at home Sunday night, at work Monday, and on my way to join you in Wroclaw on Tuesday. See you Wednesday...and Happy New Year!

Canal House
128 Garden Street
Farmington, CT 06032-2254
203-677-1972
FAX: 203-677-4792

INSTITUTE FOR CRISIS MANAGEMENT
710 WEST MAIN STREET, SUITE 210
LOUISVILLE, KY 40202
(502) 584-0402 • FAX (502) 584-0207

BUSINESS CRISIS ASSESSMENT
(Corporate)

	Class 1 SERIOUS INCIDENT	Class 2 CRISIS SITUATION	Class 3 DISASTER
SITUATION DESCRIPTION	Internal business problem. Can be controlled without broad awareness outside The Company	Serious disruption affecting employees and company assets. Could escalate into "Disaster" if wrong perception results initially	Highly disruptive situation likely to affect The Company's business, reputation and financial results.
LIKELY DURATION	One to two days	Several weeks	Several months--years if cause not clearly pinpointed
EXECUTIVES INVOLVED	Executive in charge of facility or business, with report to Corporate	Corporate Executives involved in reviewing options, crisis decision making and actions	Senior Management Task Force working full time until situation stabilizes.
PUBLIC DISCLOSURE	Unlikely	Strong possibility. May need response assistance from local, regional government agencies	A certainty. Federal agencies may be involved, politicians likely to visit the scene, etc.
NEWS MEDIA COVERAGE	None to very limited. Possibly a small back-page item in local paper.	Considerable local and regional news coverage with follow-up stories on the cause of the crisis, impact on the community, etc.	Lead story on network television and in national and international newspapers. News organizations send in TV crews, reporters.
FINANCIAL IMPACT	Negligible. Costs will be covered in operating expenses	Significant Insurance will be needed to supplement company expenditures. Investors may have to be advised	Serious impact on quarterly and annual earnings as well as price of stock, credit lines, bond ratings, etc.
CUSTOMER CONCERNS	None. Probably not informed of the problem	Likely to prompt customer questions, complaints, second thoughts about using the product/service	Customer defections and loss of market share to the competition.
COMPETITIVE PROBLEMS	Negligible. Not likely to know about the situation until it is too late to do anything.	Excellent opportunity for competition to point out The Company is in trouble	Not likely. Would seem to be taking unfair advantage. But customers may defect without competitor urging
LAWSUITS	Not likely.	Possibility--plaintiffs attorneys may take cases on speculation	A virtual certainty. Possibility of class action suits
JUDICIAL ACTION	None	Possibility if laws broken or The Company appears not to be actively responding	Courts likely to be involved in the final settlement between The Company, government agencies, plaintiffs, consumer groups, etc.
GOVERNMENT AGENCIES	May investigate and file a routine report to comply with regulations	Likely to step in if public or political pressure is allowed to build--Re-election Syndrome	Will be actively involved in the response and cause investigation. May seek to take charge
EMPLOYEES	Not many will know about the problem.	Concerned about returning to work, future job security, etc.	Morale seriously affected. Unions leverage the problem if it involves work-related issues.

INSTITUTE FOR CRISIS MANAGEMENT
710 WEST MAIN STREET, SUITE 210
LOUISVILLE, KY 40202
(502) 584-0402 • FAX (502) 584-0207

BUSINESS CRISIS ASSESSMENT
(Business Unit or Facility)

	Class 1 SERIOUS INCIDENT	Class 2 CRISIS	Class 3 DISASTER
SCOPE	Limited to the Company business unit or vendor's facility.	Affecting the facility and nearby communities for a short period of time.	Impact on a significant geographic area and/or population for an indefinite period of time. *Numerous casualties.*
BUSINESS IMPACT	Temporary. Confined primarily to the local Company operations. Business will be normal within a few days.	Significant. Operations shut down temporarily. Production may have to be shifted to other Company facilities in the interim	Extremely serious. Affected facility and employees will operate indefinitely at a fraction of normal levels.
...PLOYEES	Managing the response without major problems. *No casualties.*	Diverted from normal business activities to handle the crisis. *Minor injuries.*	Total workforce involved in the response or evacuated from the site. *Fatalities and/or serious injuries.*
GOVERNMENT AGENCIES	Minimal. Phone call followed by written report may be needed	Local agencies will actively monitor The Company's response, then investigate the cause and issue citations/fines for infractions	Directly involved at the scene in the response, with authority to take control if necessary
PUBLIC CONCERN	Limited to word of mouth.	Some but not serious Residents and businesses may contact the facility to determine if they may be affected	Substantial public anxiety. Possibility of lawsuits and/or demonstrations by consumer advocates and other activist groups
MEDIA COVERAGE	Local and regional. One-day coverage.	Two days to one week of publicity, depending on extent of damage and cleanup. Regional coverage with possibility of statewide wire service and trade press.	Hundreds of media contacts per day for first week. Story may continue for weeks, depending on recovery. Network TV and radio, major papers, news magazines.

HAMERAssociates Inc

Preparing Your Organization to Communicate in a Crisis Situation

Sandra K. Hamer, APR

Thank you for inviting me here to talk with you today about Planning for a Communications Crisis. It is NOT a popular subject. Despite the fact that incidences of communications crises are growing like topsy, most organizations don't have plans to deal with them....... 75% of U.S. organizations don't have a formal plan, as a matter of fact, and there are three primary reasons:

1. You think t won't happen to you (you hope!)
2. You're tough, you think you can handle the situation it if and when the time comes
3. You view crisis planning as a negative action when positive leadership is what's needed in your organization today.

HOWEVER!...The best defense, they say, is a good offense, and that's why I'm recommending today that, if you don't have a crisis communications plan for your organization, go back to your office. and start developing one. MOVE your organization from the majority column...those 76% of businesses who DON'T have a plan to the 34% who DO HAVE A PLAN and who have some rational, documented idea of how they will handle a major problem if and when it arises.

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What Is a Communications Crisis?

But first, a definition. What is a communications crisis? As we define it, a communications crisis is A SIGNIFICANT DISRUPTION IN AN ORGANIZATION WHICH RESULTS IN EXTENSIVE NEWS MEDIA COVERAGE AND PUBLIC SCRUTINY. The key here is media coverage...because public concern will intensify and ratchet up the scale (from disinterest to a few phone calls to lawsuits, demonstrations and consumer action) as increased media attention is focused on an event.

We're all aware of some of the big crises, the ones that hit national and international headlines and make a CEO's blood run cold:....The Challenger disaster, the Exxon-Valdez oil spill, Johnson & Johnson's Tylenol tampering case........ Here in Connecticut, we're familiar with Union Carbide's Bhopahl disaster, U.S. Surgical's stormy relations with animal rights activists and, of course IBM's firing of its President John Akers. The recent Jack-in-the Box restaurant chain's tainted hamburger tragedy and the Shetland Islands oil spill made worldwide headlines while simultaneously destroying profit figures and consumer confidence and raising the specter of disastrous lawsuits and increased governmental regulation.

But these examples are the big ones that everyone recognizes. What about those other situations, not as spectacular and widely known as the Shetlands oil spill, perhaps, but situations that, nevertheless, have potential for doing serious damage to an organization? Was Hartford Hospital's kidney dialysis situation a few years ago a crisis? Was the City of Hartford's Public Works Department scandal a crisis? Were the high living habits of the national United Way CEO a crisis for local chapters around the country? Was it a crisis when West Hartford School Superintendent John Battles suggested merging Hall and Conard high schools without doing his PR footwork in advance? Is it a crisis for Connecticut's nursing homes who are today facing another possible cutback in Medicaid-reimbursements from the State of Connecticut this legislative session? You bet!.....Each of these situations I just enumerated is a crisis situation to the people on the line, although perhaps not an all-out DISASTER as in the Challenger or Bhophal situations.

These lesser crises, if you will, are crises just the same. Just ask any of the CEO's or PR Directors involved. Some of these other situations would be technically classified as a "SERIOUS INCIDENT", (which is an internal business problem in which the situation can be controlled without broad awareness outside the organization and which has a likely duration of one to two days) But these "serious incidents" must be dealt with quickly and professionally before things get botched up and before they evolve into a full blown crisis.

The Institute of Crisis Management, to which we belong, is an organization which provides research, training and consulting services to help organizations

- Reduce the likelihood of a crisis occurring and
- Minimize the impact of crisis situations when they do occur.

The Institute has been tracking incidences of organizational crises in the US and Canada since 1985 by studying news stories in the media. A few figures from their database will illustrate the fact that incidents of business crises are on a sharp rise, and, unless you're about to retire in the next month or two, the likelihood that your organization might be involved in one or more of these situations is high.

(Chart: Business Crisis Events in the U.S. and Canada)

In 1985, using the definition of a business crisis that I gave you earlier..... (A significant disruption in an organization which results in extensive news media coverage and public scrutiny)..... there were 819 of these crises reported in the media. That figure grew to 4,366 in just three years (1988), and by 1990 had nearly doubled to 7,975. The 1991 figures skyrocketed to 19,000. I don't have 1992 figures, yet, but the pattern is clear.

A few more statistics to help convince you that, if you haven't developed your organization's crisis communications plan, you should run back to your office and go to work.

(Chart: The Most Crisis-Prone Industries in 1990)

In 1990, the most Crisis-Prone Industries were the following, in order of number of crises:

- Depository Institutions
- Marine Transportation
- Hospitals and Nursing Homes
- Chemical Manufacturing
- Hotels
- Universities and School Systems
- Retail Stores and Shopping Malls
- Utilities/Water/Solid Waste
- Air Transportation
- Amusement/Entertainment

Just three years go, the most common categories of organizational crisis were primarily operational in nature, such as industrial accidents. These were the most common crisis categories in 1990:

- Accidents with casualties/property damage
- Environmental Damage
- Judicial (Indictments, white collar crime)
- Violent crime
- Government Intervention
- Safety or Security
- Financial disruption
- Management Scandal
- Consumerism/Environmentalist Action
- Major Lawsuit or Legal Action

Today, there has been an interesting shift, with the increasing media attention focused on corporate mismanagement, such as:

- Whistle Blowing
- Sexual Harassment
- Product Recalls
- Executive Dismissals
- Court Decisions
- Consumerism Actions

These are the fastest growing negative business news categories, with Executive Dismissals threatening to move higher up the list in the aftermath of declining profits and organizational crisis.

One more statistic: Government investigations of specific businesses and industries are growing rapidly. News stories of companies and non-profit organizations being investigated by federal, state and local government increased by nearly one third between 1989 and 1991.

I hope I have not frightened you to death, or sent you running, like the proverbial ostrich, for his hole in the sand to practice your avoidance techniques. Instead, I will give you a few suggestions to consider in developing your own crisis plan, so that you will be as prepared as one can be ...If...If...the time comes.

1. FIRST, ESTABLISH YOUR CRISIS TEAM AND PUT THEM TO WORK

Keep the team as small as possible. It definitely should include your top communications/PR person, legal counsel, and an operations person, in addition to yourself. DO NOT include those other members of your management team who are not necessary to THIS decision-making team. They'll be needed in other important roles when the time comes. Their feelings may be hurt, but too bad. Make sure your chosen team IS a team...each has a special area of expertise, each should carry equal weight, and they must be able to work together. Don't let the lawyers dominate the day, for example, because they'll tell you to say nothing. That approach may be correct in the court of law four years from now when things get to court, but not in the court of public opinion. Four days of front page headlines can destroy your bottom line long before you get to the courtroom if you are prevented from telling your story in the most positive light.

2. PUT YOUR TEAM TO WORK NOW ASSESSING YOUR OWN ORGANIZATION'S VULNERABILITIES.

Create a list of areas in which you are vulnerable (massive layoff, government intervention, defective product or service, accident or property damage, management scandal, labor strike, etc.). Then, identify the resources you have (or need to have) to deal with each situation. You may not have enough inside security for some situations and will have to identify outside help. Finally, develop strategies for dealing with the vulnerabilities. A hospital's personnel, for example, are vulnerable to AIDS contamination. In addition to developing educational programs, policies and procedures relating to preventing contamination, the institution should also start building good relationships with public health and governmental officials who have authority in that area.

3. DEVELOP YOUR ORGANIZATION'S CRISIS COMMUNICATIONS PLAN.

Some of the elements you might want to include in the plan are:

a. Goal: - the purpose of the plan. To assess the problem, contain the situation, notify key audiences in priority order, contain damage.

b. Clearly defined crisis chain of command.

c. Qualified, articulate and media trained spokespersons.

d. Access to additional manpower Human resource people, for example, may be temporarily re-assigned to answering a call-in hot line, or you may want to identify recent retirees to call in to help in a critical situation.

e. Determine how decisions will be coordinated between Operations, Legal and Public Relations. These details should be set in advance, to the extent possible, so that team members aren't wasting valuable time debating these critical issues at the time a crisis strikes.

f. Background Materials- At the time of the crisis, backgrounders , fact sheets, and visuals will be required to assure accurate communications. Your plan must identify in advance who is responsible for preparing these materials within the first hour of the incident.

4. **DEVELOP A SMALL, SLIM CRISIS PROCEDURAL MANUAL** for your distribution to department heads that briefly outlines major steps to be taken in a crisis situation. It should:

- Be brief, and quickly read within 30 minutes
- Be clear, easily understood in chaotic situations
- Contain only the essential actions, directions for notifying appropriate people
- Be divided into sections that can be handed out to whomever is available to help
- Contain home and emergency phone numbers for key Crisis Team members
- Be tested and revised after dry runs

When bad news happens, the media is on top of it, fast. When a business crisis strikes, you have about one hour to get your act together before others start telling your story their way. As Mark Twain once said, "A lie can travel halfway around the world while the truth is putting on its shoes." It's important that you're as prepared as you can possibly be to tell your story yourself. Don't let others tell it for you. Plan now for a crisis, so that if and when it arrives, the procedural work will already be behind you so you can focus on the key issues of the situation at hand.

If you're still not convinced, think hard about the irreparable harm a "serious incident" or "major crisis" can do to your organization's bottom line, customer, shareholder, employee and community confidence. It's worth a small investment of time and planning, now, I think to prepare your organization for a worst-case scenario.

I will close by reminding you that the Chinese word for "crisis" is composed of two picture-characters...one meaning "danger" and one meaning "opportunity".

Thank you for this opportunity to discuss danger with you today.

Public Relations
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Crisis Checklist

Sandra K. Hamer, APR

Primary Objective: Get it over with as quickly as possible! Confine media attention to 1 - 2 days, maximum.

1. Plan for gathering information
2. Identify spokesperson/s
3. Establish procedures for relaying information
4. Train and rehearse employees
5. Consider legal aspects
6. Verify information before releasing to media
7. Provide full, factual, objective, truthful information
8. Provide information packets
9. Balance bad news with good
10. Receive media inquires courteously
11. Set up emergency headquarters
12. Offer no speculation
13. Defer questions until facts are available
14. Reach conclusions cautiously
15. Rehearse your crisis plan!

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Media Relations Suggestions

A. ADVANCE PREPARATION

1. **Target Your Audience** - Determine which publics your organization needs to reach most and which publications and/or electronic media will best help you reach that audience. Don't blanket all media; you'll lose credibility with them.

2. **Select the Format** - If your story is highly visual, go for TV; if not, is radio or print a better format for your story.

3. **Be Selective in Choosing Media** - Target only those media whose interests are in sync with your story. This requires researching each media outlet before pitching the story.

4. **Develop the Story Hook** - Develop the angle, or compelling reason the reporter or editor (who's probably on deadline) will want to listen to your message.

5. **Write a Darned Good Release** - Make sure your release conforms to the standard format and is the sharpest, most direct release or pitch letter you can write. Check the facts, proof read carefully.

6. **Keep your Media List Up to Date** - Keep an updated file of key media contacts: name, title, address, phone, FAX, reporter's and publication's special areas of interest, other helpful bits of information.

7. **Introduce Yourself** - Let reporters and editors know who you are, your area of expertise and those of your colleagues.

8. **Be Prepared** - Make sure receptionists, switchboard operators, security and other key personnel know how to handle routine calls and visits from the press. When possible, alert them in advance about possible news stories and press inquiries.

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9. **Don't Do Press Conferences** - It takes a REALLY BIG NEWS EVENT to get the press to attend a news conference. Don't risk embarrassing yourself or your organization.

II. WHEN DEALING DIRECTLY WITH THE PRESS

The majority of reporters do their best to cover the news thoroughly and responsibly. Mike Wallace and Sam Donaldson notwithstanding, most news people are not out to get you or to trick you into saying something you'll later regret. Rather, they need and value your input.

On the other hand, keep in mind that it's the media's job to report what they consider to be newsworthy. **Hard news** reports changes in the human environment which people need to know about in order to cope with life; **Soft news** affirms that the human environment remains unchanged from what people trust it to be; **Fluff** is just that.

Too many organizations try to convince the press that fluff is hard news of earth-shattering importance, to block or control legitimate stories. Know your story for what it is.

A good working relationship with the media can be an important personal and professional asset. The following are some simple guidelines regarding media contacts:

1. **Try to establish a good professional working relationship with the press.** Keep them informed about your organization, let them know who you are, put them on your mailing list, alert them to upcoming stories.

2. **Be honest with the press.** There's no other way.

3. **Take a reporter's call directly whenever possible,** or return the call promptly. Often, the reporter needs the information quickly in order to meet a deadline, so there's "no tomorrow" for your input into the story.

4. **If you can't talk to a reporter, refer the call to a colleague** who is knowledgeable, articulate and who you think can help. Failing that, have your assistant get back to the reporter with your apologies, along with an offer to arrange for you or a colleague to call the reporter at a later, mutually convenient time.

5. **Be candid, don't play games, and don't get into arguments with reporters.** You'll lose every time.

6. **Allow the reporter to direct the conversation.** Offer additional information only if you feel it is important and pertinent, but do make an effort to correct errors and clarify points.

7. **Talk in layman's terms,** avoiding jargon and legalese.

8. **Avoid making "off the record" comments.** Make sure you and the reporter agree, up front, about what can be quoted and what is "off the record."

9. **Avoid statements that may be embarrassing or misinterpreted if quoted "out of context".** This is especially true of jokes or offhand remarks.

10. **Avoid responding with "no comment."** If absolutely necessary, try to find another way to avoid a direct answer.

11. **If you don't know the answer, say "I'm not sure about that...I'll find out and call you back."** Then, be sure to call back with the answer at the time you agreed to call.

12. **Don't ask a reporter to let you review or approve his/her story before it is printed.** You may ask a reporter to restate a story in his or her words in order to make sure he/she understands it, however. If not, clarify.

13. **Don't threaten to stop advertising** on a medium that reported an error or a story you didn't like, or offer to buy advertising if your story is reported.

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10 Ways Public Relations Can Help You Market Your Organization

Sandra K. Hamer, APR

Most U.S. business people confuse Public Relations with Publicity. It's a common misperception among small organizations, in particular. There is much more to PR than sending out a press release that praises the wonderful unique accomplishments of your organization.

Actually, *every action your company takes sends a public relations message to someone*....usually many messages going to all kinds of people.

If you change your organization's logo, clean up your plant loading dock, shake hands with a supplier at a trade show, start an employee newsletter, or take a customer to lunch, you're practicing public relations.

If you roll out giant spotlights and host a local radio station's live remote broadcast to launch the opening of a new store, you're sending a public relations message. If you donate beds from your new store to a program for terminally ill children's your sending a public relations message. *You may call the latter your civic responsibility...but it's good public relations...and good marketing for your business.*

I. Think Marketing. The first step in developing a good public relations program for your organization or business is t think about marketing your organization. When you establish your public relations goals and programs, make sure they are marketing-oriented and will help you reach your overall marketing goals. (EXAMPLE: Cause-related Marketing Programs)

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II. Research Your Organization and Its Market. *Before developing any public relations plan, you must find out as much as possible about your organization, your customers, your competitors, and your marketplace in general.* You need to know what people think about your organization before you can design any kind of program aimed at changing or reinforcing their opinions.

You must ask yourself and key publics a lot of questions:

- Who are your real and potential customers?
- What do they think about our organization, its people, your product/service?
- What do they think about your competitors, their people, their products/services?
- What aren't they hearing about your organization they should hear?
- If you can't carry your messages to them directly, what or who would be the most effective messenger?
- How can you enlist that person in your organization's cause? (EXAMPLE: Connecticut Bar Association - Connecticut Governor Lowell P. Weicker, Jr.)

Formal, statistically reliable research is best. Next best is to rely on your own research and that available to you from libraries, governmental organizations, etc.

Types of research you can do yourself:

- Mini-Surveys: via telephone or direct mail
- Key advertisements and direct mail (Department A, B. C, etc.)
- Thank-you letters to customers at conclusion of sale, end of project, asking for feedback and date you may call to obtain it

III. Establish Measurable PR Objectives

Yes, you can measure PR objectives. Lazy man's way is to count press clips, but that's not enough. Top management increasingly demanding that PR people account for their actions.

If you've done your basic research (above), you'll be able to establish some measurable objectives. You'll know how customers and community view your organization. You'll know if they have any misperceptions that need to be changed. You'll know, for example, that they think your product is identical to your competitor's and there's no justification for your 15% higher price. You'll know, therefore that you must do a better job of communicating to your customers the fact that your product is longer lived than your competitor's.

EXAMPLES of measurable PR objectives:

1. Report print and electronic publicity stories in $
2. Key all advertisements, news releases and direct mail advertising
3. Ask customers how they heard of your organization
4. Do "Content Analysis" of news stories by establishing a set of 5 - 25 variables by which you measure the content of media stories about your organization.
    - Points your organization is trying to communicate
    - Audiences reached by the particular story
    - Impact competitors' quotes had in helping or hindering the communication of your organization's message
    - Overall ranking of the article as favorable, neutral or unfavorable to your organization
    - Location & reach of medium
    - Helps identify friendly & unfriendly reporters & media
    - Helps identify area of country where message is being seen, not getting through

IV. Top Management Must be your Organization's Best PR Representative
This is imperative. If your organization is going to make a strong, positive impression in the marketplace, it starts at the top. Whether or not he or she likes it, the CEO is your organization's most visible spokesperson, and sets the example that others within must follow. He or she must be actively involved at the top levels, carrying your company's message to peers just as all other personnel should do at their own level. Attitude must be set at the top.

V. Avoid Press Conferences
Press conference is the lazy person's way of handling PR. Ask yourself: could the same information be given to an editor by visiting him/her in his office, or by mail or phone? If the answer is "yes", you'll alienate editors and writers by wasting their time with a press conference. The next time, you want their attention, they may ignore you.

Press conference justified when 2 criteria are met:

1. Equipment or process has to be seen in operation in order to be understood and appreciated, and
2. When certain people (company executives, engineers, scientists, etc.) must be on hand for answering technical or complex questions asked by the media.

VI. Consider the Trade Press
A story in the trade press may be more useful to you than a paragraph in the general press. Trade press often overlooked. General press often flooded with requests for stories, most of which are never printed or broadcast. Instead, seek out the trade press who are seeking good stories related though their industry. A lengthy story in an appropriate trade publication might bring better results in the end.

EXAMPLE: $20 Vacu-Vin pump resealer for wine bottles. Limited resources prevented manufacturer from sending product sample and press release to all U.S. daily newspapers, with phone call followups from PR representatives. Instead, company invited New York's top 20 sommeliers and wine writers to luncheon where they sampled vintage wines corked and uncorked and then re-sealed with the Vacu-Vin. Resulting stories in trade publications (Wine Spectator, Wine & Spirits, etc.) helped push firm's sales to $5 million first year, item added to giftware departments in NY's top department stores. Reprints used for additional marketing.

EXAMPLE: Updike, Kelly & Spellacy trade publication stories.

VII. Be Creative
It usually pays to be different, as long as you are in good taste and faithful to the culture of your company and the marketplace. Don't be creative for the sake of being creative.

EXAMPLES:
- Ronald McDonald Children's Charities Fund-Raising Event
- Well-Spring Life Care Community Research
- Connecticut Public Television Family Science Expo

VIII. Don't Be Afraid to be Different

Avoid the "Me, Too!" vulnerability. When you're thinking of mimicking the tactic of a competitor, ask yourself: "Why would our customers purchase a product service that is promoted in exactly the same way as the competing product, and which may seem to our customers to be no better or worse than the competition? Instead of copying your competition, find a way to make your organization stand out from the competition.

EXAMPLE: If your competition markets its TV sets by advertising a good service agreement, you might differentiate your product by marketing its longevity, fast delivery or exceptional color resolution. You might focus publicity efforts on how your firm helped out someone in a pinch by quickly delivering a TV set to a local restaurant so patrons could watch a big soccer championship when the restaurant's own TV set broke down. OTHER EXAMPLES:

- Seabury Life Care Community
- UKS Media Relations Program

IX. Be Cost-Effective (Think Cheap!)

It doesn't always cost a lot of money to develop effective public relations and marketing ideas. Once you have your basic idea, brainstorm alone and with your colleagues to determine the many ways an idea can be implemented. Again, keep company/market culture in mind. Materials should be tasteful, well-produced, not overdone. Examine media reach (don't buy beyond market area).

EXAMPLES:
Hamer Associates, Inc. brochure & presentation folder
SL/AM Post cards vs. expensive direct mail pieces
NCH balloons raised $500,000 U.S. @ $1 ea. in 3 yrs.

IX. Anticipate Problems

Perhaps the most value PR can be to an organization is to anticipate problems. Foreseeing potential problems enables management to develop carefully thought out solutions, rather than reacting.

Research here helps. Constantly researching customer attitudes, marketplace, community can help turn up potential problems to bring before management.

Develop a Crisis Plan - Helps you develop a process now for dealing with major potential problems. Better to spend time dealing with problem when it occurs, rather than wasting valuable time arguing over the process. Only 2 hours response time in today's world.

EXAMPLE:

YWCA Crisis (no plan)

Mark Twain Memorial Crisis Plan (anticipating potential problem)

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RECEIVED
JAN 26 1994
INTERNATIONAL DEVELOPMENT

January 21, 1994

Mr. Henry S. Enck
International Development Department
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050

Dear Mr. Enck,

I am pleased to submit this report of my work as with Professor Scott Olsen as teaching consultant in Wroclaw, Poland, January 6 - 9, 1994.

I was present for and participated in all sessions from 9 or 9:30 am to 5 or 5:30 p.m. each day throughout the four day training period. I've enclosed the original schedule of activities for each day of the program (Attachment A). Although all subjects on the agenda were covered, we rearranged the schedule somewhat in order that Scott Olsen might return to the United States to attend the funeral of his mother-in-law.

32 Hours of Class Time, 5 Hours of Training, 6 After-Hours: I participated in all 32 hours of class time and was fully responsible for five hours of formal training, plus at least 6 hours of after-hours training with small groups and/or individuals. Outlines for the three programs I initially agreed to conduct are enclosed (Attachments B, C and D), along with the Gerber Case Study (Attachment E) we discussed in class on Sunday, January 9.

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Special Olympics Case Study: I also developed a second case study on the 1995 Special Olympics scheduled for Connecticut, for which no notes or outline exists. In that instance, I divided the student participants into 3 groups and directed them to develop a communications plan for marketing the 1995 Special Olympics materials (which I brought from the Connecticut Department of Economic Development) in Poland. The winning group will carry out the campaign, distribute the materials I left with them, and receive a small prize when faculty member Marcelina Zuber verifies that the work was satisfactorily completed.

Informal/After Hours Training: In addition to the formal class time, I met separately after hours with Polish faculty members Marcelina Zuber and Lilianna Marciniak at their request to discuss public relations techniques as practiced by our firm Hamer Associates, Inc. I also met for more than two hours with Piotr Bielawski of Agencja Prasowa RP, his colleagues and Professor Jan Waskiewicz so that they might question me about public relations agency management practices in the U.S. Finally, Scott Olsen and I met with the "Connecticut Club" after hours at their request on January 8.

Presentation dates and outlines for the programs for which I was responsible are attached. They are:
January 6, 1994: "Ten Ways Public Relations Can Help You Market Your Organization" (Attachment B)
January 7, 1994: "Developing Useful Relationships" (Attachment C)
January 8, 1994: "Special Events" (Attachment D)
January 9, 1994: "Gerber Case Study" (Attachment E) and "Special Olympics Case Study"

Materials: The following materials were distributed or made available to each class participant: Gerber Case Study (Attachment E); Attachments B, C and D; and copies of various brochures and materials produced by my firm (Hamer Associates, Inc.) for our clients.

Expenses: Finally, my expenses for the trip are noted below and receipts are also enclosed (Attachment F). Those expenses total $556.04 (based on $1 = $21672 Zloty as noted in today's Hartford Courant). They are:

Hotel (Dwor Wazow)	$460.20
CT Limousine Round Trip	70.00
Wroclaw Airport Taxi ($1 = 21,672 Zl)	7.38
Dinner 5/7/94	18.46
Total Expenses	$ 556.04

If yor have any questions about any part of this report or my request for reimbursement of expenses, please call me at 677-1972.

Sincerely,

Sandra K. Hamer

Sandra K. Hamer, APR
President

SKH/me

Enclosures

cc: S. Olsen - CCSU

Niedziela 9 stycznia 1994

Miejsce zajęć: Sala Banacha - Gmach Główny Uniwersytetu Wrocławskiego.

1-HR 9.30-10.30 Public Relations w praktyce. Spotkanie z przedstawicielami mass-mediów.

10.30-10.45 Przypadek - Gerber w Polsce. Sandra Hamer

10.45-11.45 Praca w grupach (Gerber).

11.45-12.45 Dyskusja.

12.45-13.30 Koltai. Zakończenie sesji.

TENSION BETWEEN PRESS & PR

RELATIONSHIPS

CONTACT PERSON - HOME PHONES

KEEP BRIEF

1 PG. NEWS RELEASE

LACK OF TIME TO READ LENGTHY, COMPLEX DOCS.

1 PG. FACT SHEET

CONTACT EARLY IN DAY - PRIOR TO DEADLINES

Piątek 7 stycznia 1994

Miejsce zajęć: Sala Banacha - Gmach Główny Uniwerstetu Wrocławskiego.

9.00 - 9.05 Podsumowanie pracy z poprzedniego dnia.
Lilianna Marciniak UWr
9.05 - 10.30 Wykorzystanie imprez w Public Relations EVENTS
Sandra Hamer
10.30 - 10.45 Przerwa
10.45 - 12.15 Wywiad w mass-mediach Joanna Sikora UWr
12.15 - 12.30 Policja i jej wizerunek w oczach opinii publicznej. Wprowadzenie do pracy w grupach.
12.30-14.00 Lunch (praca nad przypadkiem).
14.00-15.00 Omówienie wyników pracy w grupach. Dyskusja.
15.00-15.15 Przerwa.
15.15-16.30 Środki masowego przekazu - różnice i podobieństwa. Wiarygodność. Lilianna Marciniak UWr
16.30-16.45 Wprowadzenie do pracy grupowej nad wizerunkiem firmy 'Gerber' w Polsce. Sandra Hamer (intro to 'Gerber' Case

Sobota 8 stycznia 1994

Miejsce zajęć: Byłe Studium Wojskowe Politechniki Wrocławskiej
ul. Długa 61 Dojazd autobusami linii: 135, 435
z Placu Czerwonego.

9.30-10.30 Nawiązywanie i utrzymywanie dobrych stosunków z otoczeniem organizacji. Sandra Hamer RELATIONSHIPS & QUESTIONS
10.30-10.45 Przerwa
10.45-11.30 Public Relations w sytuacji kryzysu.
Jak przygotować rzecznika organizacji?
Scott Olson CCSU
11.45-13.15 Przerwa (Lunch i przygotowanie wystąpienia rzecznika).
13.15-14.15 Nagrywanie wystąpień rzeczników.
14.15-16.00 Oglądanie nagrań i dyskusja.

GERBER - SKH tomorrow

ATTACHMENT A

STUDIUM KOMUNIKACJI SPOŁECZNEJ.
SESJA III 6-9 STYCZNIA 1994

Public Relations.

Program zajęć.

Zajęcia prowadzą:

Prof. Scott Olson - Central Connecticut State University
Pani Sandra K. Hamer - właściciel i prezes Hamer Associates, firmy działającej w obszarze Public Relations
dr Monika Krzyżak - Politechnika Wrocławska
mgr Lilianna Marciniak - Uniwersytet Wrocławski
mgr Joanna Sikora - Uniwersytet Wrocławski

Czwartek 6 stycznia 1994

Miejsce zajęć: Sala Banacha - Gmach Główny Uniwersytetu Wrocławskiego.

9.30-9.45 Wprowadzenie — Marcelina Zuber UWr
9.45-10.45 Public Relations - podstawowe pojęcia. — Scott Olson CCSU
10.45-11.00 Przerwa
11.00-12.30 PR - forma komunikowania się przedsiębiorstwa z otoczeniem. — Monika Krzyżak PWr
12.30-13.30 Lunch
13.30-14.30 Jak promować swoją organizację? 10 sposobów PR. — Sandra Hamer
14.30-14.45 Przerwa
14.45-15.45 Identyfikowanie odbiorców docelowych. — Joanna Sikora UWr
15.45-16.00 Przerwa
16.00-17.30 5 podstawowych pytań: Kto? Co? Gdzie? Kiedy? Dlaczego? Treść i forma przekazu. — Lilianna Marciniak UWr

Public Relations
Special Events
Corporate Communications

(ATTACHMENT D)

\MERAssociates Inc

Using Special Events to Strengthen Important Relationships

Sandra K. Hamer, APR

What Is a Special Event?
A dramatized effort to promote an idea, a cause or a program.

What is the Purpose of a Special Event?
To improve relationships with an organization's public (important constituent groups) develop understanding and strengthen support through increased purchases (of the product or service), effort and/or contributions.

A. Types and Examples of Special Events

1. Marketing Events:

- To call attention to a product or service, merger or acquisition:
  (*Example*: UKS seminar; TV3 Presentations, IRA Sunday)
- Open a new store, branch office, warehouse or marketing facility;
  (*Example:* Transportation Center, BancPort)
- Cause-related marketing;
  (*Example:* MIX 93.7 Penny Pitch for NCH

2. Commemorations:

- Shipping 1,000th or 1 millionth product or widget
  (*Example:* CMX Shipping 1,000th Interferometer)
- Ground breaking ceremony
  (*Example*: Farley Co.)
- New Building or Facility
  (*Example:* D&L Anniversary/Warehouse)

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*3. **Anniversaries:***

- Company founding, significant anniversaries
  (Example: Stanley Works, Michael's Jewelers, AMES Founders' Retirement;

*4. **Motivational:***

  (Example: Annual Employee Awards Banquet, Stanley Works Annual Sales Meetings)
- Stimulate New Product Sales:
  (Example: CBT Old State House & Game Show Events)

*5. **Community/Stockholder/Employee Relations:***

- Annual Stockholder Dinner or Luncheon Meeting
  (Example: D&L)
- Forum or Debate on Issue of Importance to Business or Community
  (Example: Farley Co. Breakfasts [also a marketing event], TV3 Forum
- Community Event
  (Example: July 4th River Festival)

*6. **Fund Raising for Charities***

- Kickoff Dinner to announce major capital or fund raising campaign
  (Example: Hartford Art School, NCH Telethon Kickoff Event)
- Other Fund Raising Events: RMCC Event

(Examples: NCH Telethon, CPTV Family Science Expo)

B. Planning Special Events: 8 Important Steps

1. Establish Objectives for the Event

A. *Determine what you want to accomplish* from this event. Ask yourself and your colleagues, "What do we want to achieve with this event? What is the outcome of this event? How will this event help our organization achieve its overall objectives?"

B. *Examples of Measureable Objectives:*

- Attract 75 % of most important clients participate in event.
- Business section of region's most important papers carry the event story.
- Your sales force is able to meet new prospects at event and set appointments with 25 important new prospects

C. *Be clear about the role the special event will play in your organization*'s overall scheme of things...or you'll waste your money, time and effort.

D. *A special event may not be appropriate for your organization* for some reason or another. Don't plan a special event simply because your competitor did the same thing recently. Don't try to duplicate your competitor's activities, because your prospective customer's won't be able to distinguish your organization from your competitor. You need to find your own organization's niche, find your own way to be distinctive and stand apart.

2. Use Your "Common Sense"

Be practical. Keep your objectives in mind at all times. Make sure the event is a good fit with your organization's:

- culture
- marketing and public relations goals
- customers
- constituents
- community

If the kind of event you're considering would not be enjoyable or appropriate for your target audience, then the event should not be held. Do something else.

3. Develop a Detailed Budget

Mark Twain once said, "For business reasons, I must preserve the outward signs of sanity."

A. If you don't *have a solid, detailed budget for your special event, you'll quickly go crazy because people tend to panic at the last minute* and spend too much money on special events. (People often forget things such as signs, extra security or parking lot personnel, over-order food or beverages, items that can run your expenses up at the last minute and result in financial disaster.)

B If you have a good budget and *keep firm control of it*, you'll find you were able to achieve your objectives without spending more than you planned.

C. *The Cost Per Person Formula*: Once you've developed your budget, divide the full cost of the event, (the grand total) by the number of proposed attendees to determine the cost per person.

Total Budget \$ ÷ No. Persons Attending = \$ Cost Per Person

Compare this figure with the cost of reaching your objectives (noted above) by other means (such as direct mail, advertising, sales call, etc.). This comparison will help you determine if the proposed event is a good investment for your organization.

D. *Important Special Event Budget Items*

- *Staging* (platforms, podium, sound system, lighting, audio-visual equipment, draping, etc.)
- *Decorations* (tablecloths, flowers and centerpieces, signs, banners, directional signs)
- *Food and Beverage* (hors d'oeuvres, beverages, meals and snacks served at the event; bar setups, food service personnel; taxes and gratuities)
- *Rentals* (dishes, glassware, eating utensils, caterer's extra food cooking and serving equipment, tents, auxiliary heaters and stoves, computers, registration equipment)
- *Printing and Promotional Materials* (invitations, postage, programs, registration materials, promotional brochures, mementos, gifts for speakers, place cards, displays, audio-visual presentations, photographers)
- *Personnel* (wages for staff and temporary personnel, costumes and uniforms, extra security personnel, electricians, lighting and sound technicians)
- *Entertainment* (musicians, keynote speakers and workshop leaders, master of ceremonies, clowns, etc.)

4. **Don't Waste Your Money!**

Treat your organization's money as if it were your own. Until the recent recession affected my country, many business people wasted money on their organizations' special events. Their cocktail hours were unnecessarily long, they offered too many food or beverage choices, they ordered more food than the guests could possibly eat, etc.

They had good intentions. Fearful of appearing to be tight-fisted, cheap, or niggardly with their company's money; afraid that they would run out of food and be embarrased in front of their guests, they went overboard in the opposite direction. Fortunately, the recession in my country has forced most organizations to be more careful with their special event monies.

5. **Plan Ahead**

A. *Be Well Organized.* Great events can be quicky put together, but the more disorganized the planning, the better are the chances that you will fail to meet the objectives you established for the event itself. The answer is to plan carefully, no matter how much or little advance notice you have.

B. *Make a Timetable.* Work backwards from the event itself to make a timetable, or flow chart, to make sure you have enough time to take care of all key details.

C. (Example: since invitations should be mailed a month prior to an event, allow 1 to 2 weeks more for addressing, affixing postage and mailing; schedule delivery of printed invitations 6 - 7 weeks in advance of the event, and deliver art work to the printer 8 - 10 weeks before the event.)

D. *Prepare Job Descriptions.* Meet with Personnel in Advance. Make sure volunteers and personnel working at the event thoroughly understand their jobs, when they are expected to report for duty, when they go off duty, etc. They should be told the rules & regulations regarding their assignment (no drinking at the event, mix with guests, don't hang out with co-workers, etc.)

E. *Anticipate Disasters.* Try to anticipate the awful things that could possibly go wrong at the event, then develop plans for correcting them. Then, when a problem, does arise, you may already have developed a solution for it. (July 4th Water Buffalos) Also, have names & phone numbers of emergency health care personnel, police, in hands of key personnel at event.

F. *Keep Event Manager Free of Assignments Day of Event* Whomever is responsible for managing your event should have no other assignments or responsibilities during the event itself. In this way, he/she will be free to make sure the event is running smoothly, correct small problems before they become big ones, deal with emergencies (anticipated and not) that arise. (Example: Transportation Center cash bar $)

6. Keep a Notebook

If you or a colleague is responsible for a special event, even a simple one, I recommend keeping a notebook for each event. The event manager should have it with him at all times during the event. *It should contain all information pertinent to that event:*

- *Timetables* (pre-event and detailed event activities)
- *Copies of all written agreements*
- *Names, addresses, work and home phones* of everyone associated with the event (from your company president, to head of firm delivering chairs, hotel electrician, emergency services, speakers, airlines delivering speakers, taxi companies, doctor and other emergency services, etc.)
- *Layout of all rooms* involved with your event, noting electrical, lighting and A-V switches and outlets, detailed A-V setups, room setups for each of your events, etc.
- *Scripts and speeches*
- *Delivery agreements* and schedules
- *Directions to event site*
- *Nearby hotels and inns where key people are staying,* their telephone extension numbers
- *Continuity Sheet* (next)

7. Prepare a "Continuity Sheet"

Literally a minute-by-minute schedule of activities to guide you and your colleagues through the critical days and hours of the event. (EXAMPLE: PSI) If you have a complicated pre-event setup requiring one vendor to complete his work before another moves in to perform his task , the continuity sheet will guide all of you through this critical period, enable you to catch potential problems before they occur, and avoid some temper flareups that often occur when people are working under time pressure to set up or run an event. That same continuity sheet will be useful and informative to other members of your management team and might prevent a number of unnecessary questions being addressed to the event manager at a time when he or she needs to be dealing with other, more important issues at the event itself.

8. Rehearse the Event

Once your event is planned, make sure that key people participating in the program have an opportunity to rehearse their part in it. Company officials responsible for speeches and introductions from the podium should rehearse to become familiar with the setup, to check voice levels on the speaker system, to make sure they're comfortable and make the best impression possible. A rehearsal will make sure the event timing is correct that speeches aren't too long, or it takes too long to walk a group of dignitaries from a side room to the main platform, etc. A rehearsal will also provide another opportunity to catch potential problems before they occur.

ATTACHMENT B

HAMERAssociates Inc

10 Ways Public Relations Can Help You Market Your Organization

Sandra K. Hamer, APR

Most U.S. business people confuse Public Relations with Publicity. It's a common misperception among small organizations, in particular. There is much more to PR than sending out a press release that praises the wonderful unique accomplishments of your organization.

Actually, *every action your company takes sends a public relations message to someone....*usually many messages going to all kinds of people.

If you change your organization's logo, clean up your plant loading dock, shake hands with a supplier at a trade show, start an employee newsletter, or take a customer to lunch, you're practicing public relations.

If you roll out giant spotlights and host a local radio station's live remote broadcast to launch the opening of a new store, you're sending a public relations message. If you donate beds from your new store to a program for terminally ill children's your sending a public relations message. *You may call the latter your civic responsibility...but it's good public relations...and good marketing for your business.*

I. Think Marketing. The first step in developing a good public relations program for your organization or business is t think about marketing your organization. When you establish your public relations goals and programs, make sure they are marketing-oriented and will help you reach your overall marketing goals. (EXAMPLE: Cause-related Marketing Programs)

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II. Research Your Organization and Its Market. *Before developing any public relations plan, you must find out as much as possible about your organization, your customers, your competitors, and your marketplace in general.* You need to know what people think about your organization before you can design any kind of program aimed at changing or reinforcing their opinions.

You must ask yourself and key publics a lot of questions:

- Who are your real and potential customers?
- What do they think about our organization, its people, your product/service?
- What do they think about your competitors. their people, their products/services?
- What aren't they hearing about your organization they should hear?
- If you can't carry your messages to them directly, what or who would be the most effective messenger?
- How can you enlist that person in your organization's cause? (EXAMPLE: Connecticut Bar Association - Connecticut Governor Lowell P. Weicker, Jr.)

Formal, statistically reliable research is best. Next best is to rely on your own research and that available to you from libraries, governmental organizations, etc.

Types of research you can do yourself:

- Mini-Surveys: via telephone or direct mail
- Key advertisements and direct mail (Department A, B. C, etc.)
- Thank-you letters to customers at conclusion of sale, end of project, asking for feedback and date you may call to obtain it

III. Establish Measurable PR Objectives

Yes, you can measure PR objectives. Lazy man's way is to count press clips, but that's not enough. Top management increasingly demanding that PR people account for their actions.

If you've done your basic research (above), you'll be able to establish some measurable objectives. You'll know how customers and community view your organization. You'll know if they have any misperceptions that need to be changed. You'll know, for example, that they think your product is identical to your competitor's and there's no justification for your 15% higher price. You'll know, therefore that you must do a better job of communicating to your customers the fact that your product is longer lived than your competitor's.

EXAMPLES of measurable PR objectives:

1. Report print and electronic publicity stories in $
2. Key all advertisements, news releases and direct mail advertising
3. Ask customers how they heard of your organization
4. Do "Content Analysis" of news stories by establishing a set of 5 - 25 variables by which you measure the content of media stories about your organization.
    - Points your organization is trying to communicate
    - Audiences reached by the particular story
    - Impact competitors' quotes had in helping or hindering the communication of your organization's message
    - Overall ranking of the article as favorable, neutral or unfavorable to your organization
    - Location & reach of medium
    - Helps identify friendly & unfriendly reporters & media
    - Helps identify area of country where message is being seen, not getting through

IV. Top Management Must be your Organization's Best PR Representative
This is imperative. If your organization is going to make a strong, positive impression in the marketplace, it starts at the top. Whether or not he or she likes it, the CEO is your organization's most visible spokesperson, and sets the example that others within must follow. He or she must be actively involved at the top levels, carrying your company's message to peers just as all other personnel should do at their own level. Attitude must be set at the top.

V. Avoid Press Conferences
Press conference is the lazy person's way of handling PR. Ask yourself: could the same information be given to an editor by visiting him/her in his office, or by mail or phone? If the answer is "yes", you'll alienate editors and writers by wasting their time with a press conference. The next time, you want their attention, they may ignore you.

Press conference justified when 2 criteria are met:
1. Equipment or process has to be seen in operation in order to be understood and appreciated, and
2. When certain people (company executives, engineers, scientists, etc.) must be on hand for answering technical or complex questions asked by the media.

VI. Consider the Trade Press

A story in the trade press may be more useful to you than a paragraph in the general press. Trade press often overlooked. General press often flooded with requests for stories, most of which are never printed or broadcast. Instead, seek out the trade press who are seeking good stories related though their industry. A lengthy story in an appropriate trade publication might bring better results in the end.

EXAMPLE: $20 Vacu-Vin pump resealer for wine bottles. Limited resources prevented manufacturer from sending product sample and press release to all U.S. daily newspapers, with phone call followups from PR representatives. Instead, company invited New York's top 20 sommeliers and wine writers to luncheon where they sampled vintage wines corked and uncorked and then re-sealed with the Vacu-Vin. Resulting stories in trade publications (Wine Spectator, Wine & Spirits, etc.) helped push firm's sales to $5 million first year, item added to giftware departments in NY's top department stores. Reprints used for additional marketing.

EXAMPLE: Updike, Kelly & Spellacy trade publication stories.

VII. Be Creative

It usually pays to be different, as long as you are in good taste and faithful to the culture of your company and the marketplace. Don't be creative for the sake of being creative.

EXAMPLES:

- Ronald McDonald Children's Charities Fund-Raising Event
- Well-Spring Life Care Community Research
- Connecticut Public Television Family Science Expo
- NCH ads & radio spot
- Nursing Home ads

VIII. Don't Be Afraid to be Different
Avoid the "Me, Too!" vulnerability. When you're thinking of mimicking the tactic of a competitor, ask yourself: "Why would our customers purchase a product service that is promoted in exactly the same way as the competing product, and which may seem to our customers to be no better or worse than the competition? Instead of copying your competition, find a way to make your organization stand out from the competition.

EXAMPLE: If your competition markets its TV sets by advertising a good service agreement, you might differentiate your product by marketing its longevity, fast delivery or exceptional color resolution. You might focus publicity efforts on how your firm helped out someone in a pinch by quickly delivering a TV set to a local restaurant so patrons could watch a big soccer championship when the restaurant's own TV set broke down. OTHER EXAMPLES:

- Seabury Life Care Community
- UKS Media Relations Program & Newsletters
- SL/AM Newsletter

IX. Be Cost-Effective (Think Cheap!)
It doesn't always cost a lot of money to develop effective public relations and marketing ideas. Once you have your basic idea, brainstorm alone and with your colleagues to determine the many ways an idea can be implemented. Again, keep company/market culture in mind. Materials should be tasteful, well-produced, not overdone. Examine media reach (don't buy beyond market area).

EXAMPLES:
Hamer Associates, Inc. brochure & presentation folder
SL/AM Post cards vs. expensive direct mail pieces
NCH balloons raised $500,000 U.S. @ $1 ea. in 3 yrs.

IX. Anticipate Problems
Perhaps the most value PR can be to an organization is to anticipate problems. Foreseeing potential problems enables management to develop carefully thought out solutions, rather than reacting.
Research here helps. Constantly researching customer attitudes, marketplace, community can help turn up potential problems to bring before management.
Develop a Crisis Plan - Helps you develop a process now for dealing with major potential problems. Better to spend time dealing with problem when it occurs, rather than wasting valuable time arguing over the process. Only 2 hours response time in today's world.

EXAMPLE:
YWCA Crisis (no plan)
Mark Twain Memorial Crisis Plan (anticipating potential problem)

Public Relations
Special Events
Corporate Communications

(ATTACHMENT C)

HAMER Associates Inc

Using Relationships to Build Relationships

Sandra K. Hamer, APR

It's no surprise that some of the world's most successful organizations utilize *all the tools of public relations* to help themselves become successful. *Of course* they practice good management, offer a good product or service, advertise and market themselves well. But *most of them also practice good public relations.* As part of their public relations program, they make a conscious effort to build good relationships with their most important markets: employees, stockholders, customers, suppliers, community.

After all, the *definition of public relations is building mutually beneficial relationships with those public that are important to a business or organization.*

An organization needs lasting relationships to create:

- customers who want to buy your product or service on a repeat basis,
- valued employees who are productive and who want to remain with you rather than your competitor,
- banks and investors who have sufficient confidence in your firm to lend you working capital,
- community members who want your business to stay in that community rather than move elsewhere where operating costs might be less, or who will be more willing to give your firm a break at tax assessment time.

EXAMPLES of businesses who actively work at developing good relationships to build their businesses:

Mercedes Benz

- Lends cars to its customers when theirs is in for repair,
- Annual owner survey to determine level of satisfaction...results to media
- Supports charitable activities that are also social events for their customers (horse shows, tennis and golf tournaments)
- Gives quality merchandise (leather map cases, floor mats, key chains, hats, etc.) to customers with purchase of car

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McDonald's Restaurants

Firm works very hard to develop relationships with its millions of customers

- Promotes quality of food in advertisements, so public knows standards are same wherever they go
- Supports Ronald McDonald Houses charity throughout world
- Established Ronald McDonald Foundation to support nonprofit programs for children primarily in inner cities where most restaurants are located and where majority of restaurant employees live

PageMaker Software

Manufacturer of top rated desktop publishing software for personal & business use. Firm worked hard in beginning, when competititon was at a peak, at developing strong elationships with is new customers.

- Free subscription to slick, 4-color magazine for first four years to all purchasers,
- Full of articles & hints for new users
- Now available by purchase only, changing focus to more experienced user
- Maintained toll-free help line for first few years
- Now toll-free line available for minimal service, you pay for instant response.

My Dentist

I've gone to him for 20 years because he does good work, I suffer a minimum of pain and the man and his staff treat me as if I'm someone special, not just another "tooth attached to a body." He repeatedly urges every client to call him at home in an emergency. My dentist and his staff have developed a strong relationship with me and my family. He's expensive, but I wouldn't consider going to anyone else.

There are thousands of creative ways to build relationships with important publics. You can develop creative programs as Mercedes and McDonald's have done. You can also use your own relationships to build stronger relationships with your customers and constituents.

EXAMPLES OF RELATIONSHIP BUILDING THAT YOU CAN DO ON YOUR OWN:

Sales: Get Referrals

U.S. Sales trainers recommend obtaining referral-based sales....a sale is easier when someone the prospect knows and respects recommends your firm. (90% of my firm's sales come from referrals by clients and former clients, colleagues, friends, and acquaintances.
Ask colleagues, satisfied customers, friends for referrals. It's not as hard as you think!

Keep in Touch with Old Friends & Associates:

- *Loctite* - Wes Todt, PR Director, played golf with neighbor & his son years ago. Kept in touch with both men. Son became Editor of Fortune magazine. Wes was able to place good story for his publication, partly as a result of nurturing that relationship...and he had a decent story to sell.

- *Computer Sciences Corp.* needed fast strategy & action to support statewide lobbying efforts. My firm had to quickly identify & set up meetings with labor, business, community & civic leaders, legislators, government officials throughout state. Without a lot of previously developed relationships we could not have responded as quickly or as thoroughly as needed.

Keep a GOOD Rolodex File

When you need to know something fast, it's good to have a good resource file. ITT-Hartford needed aluminum fabricator in a pinch for finishing a presentation sculpture when original sculptor could not deliver on time. I helped my colleague find a fabricator. (We have received several PR assignments since and have been referred by my friend's boss for other work).

Be Active in Business & Community Organizations

(Particularly if yours is a small organization - you need visibility). When bank VP needed data to convince the CEO to invest more than $100,000 in supporting local cultural activities, our firm was given a rush assignment to research support of cultural organizations in area. We got the assignment because of my involvement with PRSA chapter.

Get Feedback

- *Customers:* Ask customers what they think. At the end of each job, I call every client to give me feedback on our performance and quality of our work. I've learned some important things, good and bad.

- *Vendors, Friends & Others* - Ask them what they hear about your organization, what they think. You may be surprised.

- *Surveys*: another way to find out what people think. We also send out a return postcard asking our clients to grade us on our work. We're contemplating a phone survey by someone not connected with our firm...the answers might be more honest.

Be Thoughtful

- *Maintain frequent contact.* I cultivate relationships sending hand written notes with articles and press clippings, thank you notes for particular kindnesses or their anniversary datewith their company; to acknowledge their company's anniversary etc.
- *Do something special.* Remember a customer, employee or vendor's birthday with a card; send flowers, a letter or other small gift to acknowledge a new business referral.

Vendors and Support Services
How many times have you needed a good printer or supplier of a service and didn't know where to turn? I ask friends & colleaguesm for referralss, use their names and send a thank you note to the referrer when it is all over.
EXAMPLE: CGS (client) needed a signmaker.
I helped my client locate good signmaker; it strengthened our relationship with client, added value. Client got good service. I know signmaker will work hard for me the next time I need his work. It's especially important for smaller businesses to help one another out in this way.

Consider Your Employees
- *Ask for employee feedback* at least quarterly (give reward of money, gift certificate at restaurant, points towards time off) for good suggestions)
- *Incentive program* - good program will make employees work harder, more productive
- *Reward outstanding work.*
- *Say thanks,* good job, when compliments called for.

Other relationship building ideas for your organization:
- Form Advisory Board, survey them, quote them, use them
- Joint promotions, where applicable, with another business or organization (American Lung Association/Media's "Great American Smoke-Out")
- Publish newsletter, periodic helpful fact sheet or postcard.
- Nominate customers for appropriate business or service awards.

Other ideas?

"All the News That's Fit to Print"

The New York Times

Late Edition
New York: Today, mostly sunny, cool. High 50. Tonight, clear, cold. Low 38. Tomorrow, mostly sunny, seasonably cool, a few clouds. High 53. Yesterday, high 48, low 37. Details, page C15.

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Gerber Learns Lessons of Tradition in Poland

Workers at Gerber's plant in Rzeszow, Poland, sorting jars of baby food into six-pack cartons.

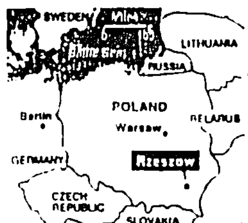
The Littlest Consumers

Number of births and baby food consumption in Gerber Products' six biggest markets.

Country	G.N.P. per person*	Births†	Jars of baby food sold per birth†
United States	$ 22,650	4,132,800	632
Mexico	2,810	2,610,000	116
France	20,600	750,100	624
Venezuela	2,610	621,000	234
Poland	1,830	500,500	Fewer than 12
Puerto Rico	6,330	64,800	835

*1991 figures. †1993 estimates based on first six months.

Source: Gerber Products, based on Population Reference Bureau figures



The New York Times

Gerber bought a factory in the Polish city of Rzeszow to tap a new market for baby food.

By JANE PERLEZ

Special to The New York Times

RZESZOW, Poland — When Gerber, the American baby food maker, bought a juice plant in this out-of-the-way town in southern Poland, it was considered a case study of how an American company should venture into the untried territory of Eastern Europe. The price was right, the local employees were happy and the market [illegible] dream: Polish babies had never sampled the even consistency of specially processed food from a jar.

The $25 million acquisition and investment in an untapped market is still a success, but nearly two years later, the hard part is just beginning.

A-1 Listen, for example, to Wanda Kujawo, a Polish mother of a 13-month-old boy: "I've never tried Gerber. My grandmother prepared my mother's baby food, who in turn prepared mine. I don't see why I should change a trusted recipe."

A-2 Or Dr. Dorota Osinska, a pediatrician on the outskirts of Warsaw: "In the larger cities most mothers are familiar with Gerber, but few can afford it. Even our hospital, which recommends Gerber, is forced to make its own baby food because it does not have the budget to spend 50 cents a serving."

Convincing Polish mothers that food for their babies is better from the grocery shelf than prepared the old-fashioned way is not as easy as marketing brand-name sneakers for street smart teen-agers. And distributing the product from the plant over treacherous roads in rickety vans to cramped little stores is not like delivering to Toys "R" Us or Safeway.

"It's taken us a little longer to learn these things than we would have liked," Alfred A. Piergallini, chief executive of the Gerber Products Company, said during a visit to Rzeszow (pronounced ZHE-shoof). "We expected it to move as it would in the United States on distribution, and now on top of that we have the education to do" with Polish mothers. But, he added, "It's not unlike the situation in the United States in 1927 when Gerber started."

There was also the matter of banning smoking around the production lines and solving the problem of apples that were too tart for applesauce. Sanitary conditions at chicken farms had to be improved as well.

[illegible] differing ways, big American and European manufacturers have encountered hurdles and headaches in Eastern Europe. Philip Morris had to improve the cigarette quality in the Czech Republic and grapple with relatively thin profit margins and pricing limits. General Electric ran into productivity and labor trouble at its Tungsram lighting venture in Hungary as well as mounting losses. And just about everyone grumbles about bureaucratic tangles, and the unfamiliarity with customer service and other free-market principles.

A Growth Area

Not that Mr. Piergallini is losing patience. Quite the opposite. He sees great horizons among Poland's growing population as well as in all of Europe.

Taking Gerber, based in Fremont, Mich., into international markets, particularly Eastern Europe, is Mr. Piergallini's answer to the company's growth problems caused by declining baby-food consumption and birth rates in the United States. American consumption of strained bananas, applesauce and the like this year is running at more than 600 little jars for each birth, down 27 percent from the level two decades ago. By contrast, consumption per birth in Poland is fewer than a dozen jars a year.

Gerber started producing 12 fruit and vegetable varieties here in March. It took a year to get the huge metal steamers, washers, pressurized cookers and conveyer belts from the United States into a plant that had made fruit juices for children and small amounts of canned vegetables.

Many of the 1,085 Polish workers needed training in American standards of quality control. The first rule: no more smoking on the production line.

Safety is a primary issue in baby-food preparation, and while the Polish factory had quality control, it was not systemized in a way that allowed codes on a jar label that identified the grower of the fruit or vegetable.

"This is one of the biggest achievements we've been able to implement — Gerber's standards of traceability," Wieslawa B. Sznajdrowska, Gerber's new product development manager, said as she held up a jar of apple-blueberry sauce with numbers typed on the label.

Mrs. Sznajdrowska is familiar with United States Food and Drug Administration rulings through a two-year fellowship at Rutgers University in New Jersey. She was lured to Gerber from a professorship in food technology at a Polish university.

Before Gerber bought the plant, the company's food supply experts carefully combed the surrounding countryside for produce. Now, many of the vegetables and fruits for Gerber's products come from the small nearby farms.

The local carrots were found to be excellent — the farmers had long ago been introduced to Dutch seeds. "Polish carrots look wonderful and are wonderful," Mr. Piergallini said.

But the nitrate levels in the carrots were too high. To reduce them, farmers were taught new fertilizing techniques, Mrs. Sznajdrowska said.

Then there was the problem of the apples. Some growers have converted to the sweeter golden delicious variety, allowing the factory to make a mild applesauce from a mixture that includes the traditional Polish varieties.

There was no problem with blueberries and strawberries. "Polish strawberries retain their freshness and color better than those from California," Mr. Piergallini said. "But apricots and oranges are brought in from the Netherlands and bananas, until recently an exotic fruit in Poland, are imported in frozen puree [illegible] from Costa Rica."

Finding satisfactory chicken was more difficult. "We've had to work with the local poultry people to get them up to sanitary standards," Mr. Piergallini said. "This is a more serious problem, and we have to be very careful. We sent some technical help." The first chicken products will start in the next few months.

'An Educational Issue'

After tackling the manufacturing problems, Gerber turned to distribution. B-1 "Hair raising," Mr. Piergallini said. "This country reminds me a lot of the United States in the 1920's, when there were lots and lots of stores." There also are few distribution companies or warehouses and computer systems are low grade. For now, the company has set up a jury-rigged distribution system based on B-2 its own warehouses and trucks plus two Polish distribution outlets.

But a [illegible] distribution system will not help much if Polish mothers do not like prepared baby food.

"We think the marketing of baby food is an educational issue," said Mr. Piergallini, who has run Gerber since 1990 but knows a lot about selling from his days as a Procter & Gamble salesman. "Once the mother understands prepared baby food is an integral part of feeding the baby, we don't need to recommend Gerber."

B-1 Monika Kaczmarskaa, mother of an 11-month-old boy, likes the convenience. "I first tried Gerber when I was in a rush and did not have time to prepare a soup," she said. "My son seemed to like it, and I now use it frequently. It's a great convenience."

To overcome the psychological B-2 barriers to using prepared foods, "we would like to explain to mothers that when they are buying our product, it is of the best quality," Mrs. Sznajdrowska said.

Dr. Osinska, the pediatrician, said Gerber food is "highly nutritious and contains no bacteria."

B-3 "Children who are fed Gerber," the doctor added, "are less prone to diarrhea than children whose diet consists of foods prepared by their mothers."

But Barbara Burzinska, 34, the A-3 mother of a year old girl, has doubts: "I don't trust any processed food. Poland is inundated with Western food products whose expiration date has been tampered with. At least if I cook it myself, I'm sure it's fresh."

An Information Campaign

The company is starting with the medical community to try to ingrain the Gerber habit. It brought health experts together at a recent seminar to talk about infant feeding practices around the world. The results of the seminar will be distributed among pediatricians, Gerber said.

Mr. Piergallini said that in a few years the company here should be run by Poles. But getting there may also take longer than he had anticipated. After bringing in American employees to train Polish management, Mr. Piergallini said he realized that system had not worked. "We tried the cheap way first," he said. "It was totally unsuccessful." Several weeks ago, two senior Gerber managers who are experts in manufacturing and distribution moved here as coaches for the Polish staff.

Mr. Piergallini is hoping the business in Poland will grow to $50 million to $70 million in three to five years. "Profit doesn't come in for a while," he said. "In five years? I think so, but how big it will be I don't know. It depends on how fast we can get people to understand baby food."

Many of the 1,085 Polish workers at the Gerber Products baby-food plant in Rzeszow required training in United States standards of quality control. One of the first rules, for instance, was to bar smoking on the production line. Workers assigned to quality control handled cartons on the line.