Section I

The Foundation

PUBLICITY . . . the entire gamut of expression of an individual or an institution—everything that is used to express an idea, including the policy or the idea itself.

IVY LEE
"Father of Public Relations"

FROM RIPPLE TO WAVE

PUBLIC relations is definitely a professional service—a product of the twentieth century. And it was practical businessmen who first refined the technique and developed the principles of what is now business statesmanship. An important phase of this activity has been publicity.

When the trickle of publicity began to grow into a sizable stream, newspapermen, "gag men," and agents took to the water by the hundreds. Promoters and fly-by-night "publicity-stunt" artists acclaimed themselves counselors on the subject overnight. Those who survived became publicists, management counselors, or public-relations men. It was such high-caliber men as Arthur W. Page, Pendleton Dudley, T. J. Ross, and the late Ivy Lee who saw the need for public and industrial statesmanship and had the wisdom

and foresight to transform the inexact art of public relations into a highly specialized and important profession. With them publicity became a science.

The true value of publicity was first recognized and proved by leaders of industry and commerce. Later, other groups, institutions, and governmental agencies saw the advantages of using this new information-spreading technique. City, state, and national officials now follow the trailblazers, keeping the public informed on affairs, policies, and programs.

Even up to the Second World War there were still some executives who believed the public was not entitled to facts, that issuing misstatements, propaganda, and "puffery" was "smart business." However, successful executives have found that meticulous, accurate public-relations programs which inform the public fully and honestly pay the greatest dividends. It is common knowledge that the public resents being misled and deceived. Any attempt to hoodwink the masses or to give them mere fabrications is dangerous and often proves fatal to the concern indulging in such practices.

To succeed, publicity must be legitimate. To be legitimate, it must be responsible and must possess all the elements of *news*.

With the advent of public relations and a general realization that fairer methods had succeeded the former dog-eat-dog policy, leaders conceded the value of promoting genuine good will and of keeping the public up to the minute on various phases of operations, their plans, and their ideas.

Publicity is heavy artillery—one of the most powerful weapons of our time. Streamlined publicity follows modern *Blitzkrieg* tactics. It is planned and timed. It has its dive bombers, fast armored divisions, supporting artillery units, and motorized infantry that moves up and holds ground. The spearhead and pincers principle, used so effectively in

modern warfare, is not new in the practice of publicity. The key to success is precision and coordination.

In its diverse forms publicity, used wisely and well, has meant money for myriads of worthy causes, positions for the capable, and fame for the talented and above all has given millions a sound factual basis for opinion. Today it is serving as an instrument to weld a people into a stronger and even greater nation.

Publicity, as a cog of public relations or functioning independently, has been able to present dramatic and newsworthy information on subjects that otherwise might have seemed dull to the layman. It has established cultures and philosophies, has made and broken rulers, and is closely identified with the development of all great movements in the history of mankind.

The business world has been studded with successful companies, part of whose success has been due to the fact that their officials have become well known and admired by the public through their adroit use of public relations. Among hundreds of such men might be mentioned Alfred P. Sloan, Henry J. Kaiser, Henry Ford, Lawrence Ottinger, Jacob Ruppert, Beardsley Ruml, Walter Chrysler and Raymond J. Morfa.

Today publicity and public-relations men are holding important positions in virtually every large organization in the country. Publicity can fail, naturally. It is not inevitably successful. But, as one practitioner points out, "When worth-while publicity does fail, it is usually because of unskilled planning or execution—or because it was not given time to do its job."

Legitimate publicity's scope is constantly growing. Its future is immense.

ON THE LEVEL

Publicity builds good will and sells indirectly through offering interesting information. Most publicity appears in the news columns. Since it is presented thus, ostensibly unbiased, the reader considers it as objectively written news. He believes that this seemingly objective bit of news is placed there by an open-minded, unbiased editor because he considers it accurate and interesting enough to merit space in his news columns. The reader is therefore more readily influenced and convinced by what he reads in the news columns.

Countless instances of valuable publicity could be given. They concretely illustrate the profitable use of publicity today by enterprising firms, organizations, and individuals. Publicity is a workable and valuable medium for all types of organizations and persons.

Immediate product sales result in some cases. In others, *ideas* are sold the public. Valuable results lie in the intangible realm—definitely present but not readily measurable—namely, building good will, making friends, instilling confidence, bringing about a change in public opinion, establishing a new style, or arousing public opposition or favor.

Only in a general way can these benefits be valued in dollars and cents. Newspaper publicity on a certain national institution may reach 100,000 inches. If all the publicity is good, an equal amount of space may be said to be worth $100,000. However, if the publicity was badly done, so far as public relations is concerned, it could be more harmful than no publicity. In many instances highly successful public-relations programs for conservative companies are carried on over long periods without so much as a single press release. Yet, in almost every case, the

public relations of these companies are directed by men who have been expert newspapermen, who write releases only when it is advisable.

How big business leaders rely upon publicity to gain their points in difficult situations is illustrated by the strategy recently employed by Henry J. Kaiser.

As reported by *Time,* Kaiser, the stanch crusader for Western Steel, borrowed $111,800,000 from the Reconstruction Finance Corporation (RFC) when he built his Fontana steel mill in 1942. Of this sum he spent $94,000,000 to build the plant and held the balance for working capital.

Immediately upon the end of the Second World War the RFC wanted its original loan repaid in full, declining to subsidize Kaiser's well-publicized campaign to deliver cheap steel to the West Coast industries.

Kaiser, a master strategist, promptly threatened to appeal his case to Congress and got California's obliging Gov. Earl Warren to order an investigation of RFC's shackling of western industry. *Time* quoted publicity-wise Kaiser as saying, "War costs should be written off as a part of the total economic waste of war and should not be charged against industry."

Kaiser had the good fortune on the Sunday following the *Time* story further to strengthen his case and present the issue to a nationwide radio audience when he substituted for Drew Pearson, who was on vacation and had invited Kaiser to serve as guest commentator. The result was probably a staggering blow to the industrialist's adversaries, who were unprepared for the surprise "punch."

Those engaged in publicity must remember that its field is a broad one and that it is not to be considered in the same category as advertising and is not justly comparable with it. Its results are not immediate; a dollar spent for publicity does not always bring tangible sales returns. It

is an intangible and invaluable asset over a long period of time, comparable with that other intangible—good will.

The practice of publicity has become universally recognized as a potent force in our scheme of living. With the growth of ways and means and the knowledge of up-to-date methods in publicity, the field is widening. Since the war, its practitioners are becoming more and more numerous.

In answer to the demand, increasing numbers of people are setting out to learn the better defined techniques of public relations. Now such institutions as Harvard, Princeton, Cornell, Columbia, Stanford, Lehigh, New York, Brown, and many more universities are offering a wide range of courses in public relations.

Since civilization's march forward can be chronicled in some measure through publicity, we may feel convinced that we shall have publicity as long as men have ideas to promote. Publicity is a means for recording attempted progress and informing contemporary news readers of this progress.

The public-relations man often is still obliged to educate his clients on the proper use and purpose of publicity in order that they will view it as a legitimate and respected craft. He of necessity must study public relations, informing himself of its accomplishments, not only in his own field or with his own clients, but from a broader point of view. He should make it a point to know what his fellow practitioners are doing in other fields. Publicity, as an independent profession, can be more successfully practiced by those who hold it in high esteem, who are fully aware of the attached responsibilities, and who do not abuse its power.

The art of publicity has had a tremendous growth in recent years. Newspapers have come to rely on publicity men and on volunteer reporters (publicity men also) for much of the news of business, industry, politics, and society.

It is obviously impossible for newspapers to extend their coverage to every possible news source. The increase in reportorial staffs could not be economically justified. The trained publicity man has, therefore, a real responsibility. He must at all times be alert to serve.

DEFINITIONS

Publicity is here construed to mean *information with a news value,* designed to advance the interest of places, persons, causes, institutions, or groups. It is any action or any matter spoken, written, or printed that secures public attention.

1. [Publicity] is the art of influencing opinion by special preparation and dissemination of news.
2. Publicity is the specialized effort of presenting to the public particularistic news and views in an effort to influence opinion and conduct.[1]

Distinguishing Definitions.—News is timely and accurate information that is of interest to the public.

Publicity is timely and accurate information that can be made interesting and significant to the public.

Public relations is the administrative philosophy of an organization. The terms "publicity" and "public relations" are not synonymous. Public relations stems from corporate character and over-all operations. Samuel D. Fuson, vice-president of the Kudner Agency, Inc., says that in operation "public relations is the interpretation of policy to the public and the interpretation of actual or probable reaction of the public back to management." The subject of public relations is discussed in Section VI.

Just what goes to make up publicity news? The manner of handling facts or information is a determining factor.

[1] "Principles of Publicity" by Glenn C. Quiett and Ralph D. Casey.

Other contributing factors are the names included, timing, action, technique, and the unusualness of the publicity itself. A capable publicity man should be able to handle any tangible idea, product, style, business, campaign, speech, public ceremony, show, survey, or report—which may or may not in itself be news—so that news will be the outgrowth.

A *publicity man* selects and assembles favorable publicity for groups or organizations, releasing it through magazines, poster displays, the radio, and so forth. He scans statements of policy with the idea of separating, for publicity purposes, the ore from the dross. He writes news releases and submits them, with or without accompanying photographs, to newspapers. He buys advertising space and writes copy, makes arrangements for billboard and window displays, plans and prepares exhibits. He outlines plans and programs for meetings and conventions. And he writes speeches, articles, and scripts for all occasions. Perhaps he is not a Jack-of-all-trades, but he is a man of all work and—most important—an "actioneer."

A *public-relations counselor,* according to Dr. Alfred McClung Lee of Wayne University, is:

" . . . a specialist in public relations. Specifically, he is an expert in (*a*) analyzing public-relations strengths and maladjustments, (*b*) locating probable causes and interrelationships of such strengths and maladjustments in the social behavior of the client and in the sentiments and opinions of publics, and (*c*) advising the client on suitable corrective measures. The public-relations counselor has a field of competence that overlaps somewhat those of press agents, public-opinion analysts, lobbyists, organizational experts, etc., and requires him to be in a broad sense a social technician, proficient in the application of scientific social theories and tested publicity techniques."

PURPOSE

Publicity's objective is threefold:

1. It seeks to cultivate for the sponsors, through sound press relations and by use of all available mediums, the good will of particular groups and/or the public at large.
2. Through honest and legitimate methods, it attempts to influence public opinion.
3. As a result of quantities of information now being made available to the public, it seeks to raise the standard of public intelligence.

BASIC REQUIREMENTS

Bona fide publicity must measure up to certain well-defined standards.

It must first qualify as *news,* possessing all the requisites of news. To determine what news is and how it differs or coincides with legitimate publicity, it might be advisable to ask such questions as these:

1. Is the information important, timely, and true?
2. Will the facts be accepted as interesting and important?
3. Will the story appeal to the personal, business, or civic interests of the reader?
4. What class of people will read it?
5. What degree of significance does it have?
6. If it has little, can more significance be created without exaggeration or alteration of facts?
7. If the material is not newsworthy as it stands, is it possible to develop some angle or bring out some point that will cause it to qualify as news?

Sound publicity must be sincere, responsible and consistent and have "reader appeal."

For continued effectiveness publicity must be aboveboard and must be propagated in good faith.

The canons of good taste and good judgment always should be applied in publicity.

These rules cannot be overstressed.

PUBLICITY CLASSIFIED

The profession of publicity may be broken down into legitimate news, press agentry, propaganda, and camouflaged advertising.

For the adjective "legitimate" to be applicable, the mediums must be of a type without sham, above deceit, as distinguished from "off-center" technique.

"Build-ups" for individuals—stage, radio, and motion-picture actors, debutantes, politicians, beauty queens, corn-husking champions, and so on ad infinitum—are *press agentry*. Such notices usually are easy to separate from the unadulterated product, since they ordinarily promote one person through forced, or "staged," news. People resort to a variety of means to get their names before the public. The press agent may coach the to-be-publicized one to perform some act of benevolence or deed of derring-do to get in the spotlight's beam. Thus, as a rule, publicity of this type is sensational. Unless it is skillfully handled, the effort may backfire, putting the person in a disadvantageous light of marking him as a voracious publicity wolf. Such publicity is often termed "puff." It is publicity that does not abide by Marquis of Queensberry rules. A puff, defined, is a short, quick blast, lacking in substance. It is praise in exaggerated terms. In brief, it is generally sensational "hot air."

It was in the theatrical field that many of the methods of mass propaganda were developed. For many years this

was the lush domain of the polished "ballyhoo" artist and fast-thinking press agent.

The great master of that early school was Harry Reichenback, who had a phenomenal string of successes to his name. One of the foremost masters of "personalized public relations" today is the redoubtable Russell Birdwell of Hollywood and Radio City, who rose to fame by his magnificent job of publicizing the motion picture "Gone with the Wind." It was Birdwell who planned and staged the hunt for the girl to play Scarlet O'Hara. Everyone, as you remember, had his or her choice and opinion of the ideal person to play the part. Polls were conducted by columnists and motion-picture magazines, all of which was part of the build-up inspired by Birdwell to create interest in and publicize the great picture.

Perhaps most famous of these phenomena of American life was Florenz Ziegfeld. At the time he brought Anna Held to the United States he was basking in 18-carat golden sunshine. Reporters were summoned to a sumptuous hotel suite to meet the great importation Ziegfeld had brought back, but when they arrived Miss Held was not there. Only Ziegfeld, who was also her husband, was on hand to greet the news hawks.

"Well, Flo," spoke up a scribe, "can't you give us a story on your latest find?"

"Yes," Ziegfeld replied, "Miss Held ascribes her beautiful skin and complexion smoothness to the fact that she takes a milk bath every day."

The reporters answered his words with laughter. Bathing in milk—that was an old gag, dating back to Cleopatra's time.

"Gentlemen, it appears that you don't believe me," said Ziegfeld, visibly offended. "Miss Held is in her bath now," he continued after a pause, "and if you would care to come in you can corroborate my story."

Naturally the reporters swarmed in. They found themselves standing at the edge of a sunken pool, where the toast of Broadway reclined in milky foam. Voluptuous Miss Held, the picture of serenity, greeted her visitors with a lovely look and a dazzling smile, and as she bathed she confirmed the secret of her beauty. Each day, she said, her superabundance of shapely pulchritude relaxed in the creamy liquid. As press cameras flashed, Ziegfeld stood by, much pleased with the effect the scene had on the newspapermen. This was "cheesecake," but they loved it. Each got his story—and, as was to be expected, wrote it fresh from experience. The goal was attained, and the story swept the country. One reporter on the late New York *World,* in writing his story that day, put in this statement: "I never realized until today how disappointingly opaque milk is."

Actually the stunt backfired, for it so happened that while Miss Held was bathing in milk thousands of New York children had not a spoonful.

Unfortunately there is a stigma attached to *propaganda,* and the term is in popular disrepute. Now the word is associated with the late Dr. Goebbels, sideshow barker of Nazi phoney doctrines. The rise of Hitler and the spread of Nazism was due largely to the *Führer's* propaganda minister. The once-respected term is now universally accepted as denoting a form of publicity insidious and treacherous in purpose, misleading and perhaps false. It is considered by the public as a sinister thing, a fabrication of lies designed to tear down good, rational thought. Subtle propaganda is shrewdly and cleverly composed. To recognize it for what it is requires keen discernment, a job for a trained observer.

Publicity is too often thought of as free advertising. There is absolutely no place in the news column for *camouflaged advertising,* an illegitimate offspring of good pub-

licity. Editors are not deceived by advertising, regardless of how the material is dressed or veiled. Advertising has little if any news value. Its purpose is to benefit the advertiser. Therefore, it should be submitted not as news but in its proper form—as a paid advertisement.

However, publicity and advertising are each of definite value in its field, and frequently one complements and supplements the other. They have separate and distinct purposes. Size, position, or format may attract attention to a page advertisement whether it is interesting or not. Readers know it was placed there by someone with something to sell. The space was purchased outright for that purpose.

Compare this obvious means of selling products or ideas with the intangible quality of publicity. No one today can deny the value of good publicity. But there is no absolute basis for determining value as there is from paid advertising. Publicity is subtle in approach and more indirect both in form and in presentation than advertising.

NEWS AND THE POWER OF THE PRESS

The newspaper offers publicity men one of the most powerful and popular avenues of influence. It is universal, respected, and, in most instances, reliable. Only radio can equal it in audience.

News is news. From the newspaperman's viewpoint, either information is news or it is not. News consists of two things: (1) facts; (2) information. Whatever is novel, significant, or dramatic is news. If a publicity message is any or all of these, it should be reasonably acceptable for the news column.

However, the publicity "plug" must be carefully and cleverly subordinated, adroitly placed in a news story, or the result will be clumsy, flagrantly commercial, and blatant.

Publicity is frequently ineffective because it is not sufficiently subtle; it will read like an advertisement.

The more obvious you make your publicity, the smaller your returns will be. Translated into other terms, avoid making the publicity plugs in your releases too apparent. Your emphasis on the publicity phases must be smooth, fair, and discreet. Avoid needless injection of commercialism. The expert is never obvious or careless with his "blurbs," which stand out like a sore thumb unless skillful technique is applied.

The "biggest" news story is one that directly or indirectly affects the greatest number of lives. Big news is not only colorful and readable; it is important. Great news events in some way change patterns of society. They are events of sociological as well as psychological interest. A publicity man reporting advances in the field of education, science, or economics therefore has news of importance, news that affects many lives. Then he must make it apparent—a question of technique—that he does possess important news.

What can make news? We repeat again and again—names, the dramatic, the unexpected, the tragic, the romantic, the comic. Any or several of these elements may make news.

To build up publicity on names, one must take care that the names chosen have real publicity value. Names that have previously played a part in the news, the more recently the better, are preferred. In addition, the persons should have a logical tie-in with the publicity story. If the publicity is to be of national scope then the names must be nationally known. If the campaign is local then the individuals must be well known in the area, as illustrated in the following example.

Shortly after Franklin D. Roosevelt had been elected President of the United States for the first time, a number

of nationally prominent businessmen were approached on the subject of raising funds to finance the Warm Springs Foundation. The foundation is an institution at Warm Springs, Ga., formed to provide for the aftercare of persons, mainly children, crippled by infantile paralysis.

It so happened that the President, himself afflicted years ago with the disease, was also head of the Warm Springs Foundation. When he became President of the United States, he chose to retain only this one other title, resigning numerous offices he had held.

About $270,000 annually was required to maintain the foundation; for the aftertreatment of victims of infantile paralysis is a matter of painstaking individual care, and often several operations are necessary for complete recovery. In the course of a normal year the foundation was receiving about $100,000, which meant that at the end of 12 months its sponsors faced a deficit of something like $170,000.

The idea behind the move to gain the cooperation of the businessmen's group was to raise $1,000,000 yearly for Warm Springs. Sponsors of the idea discovered that President Roosevelt's connection with the institution was a handicap, instead of a help, to their efforts. The President was quite frank in his opinions on the idea.

"I am very much opposed to anyone being asked for $5, $10, or $25,000, as is the usual custom in these charitable affairs, because first of all someone may donate $10,000 and later, misunderstanding the drive's purpose, be around here wanting a job as minister to Somaliland. He may figure he has been misused if he doesn't get it.

"Second, I object to it seriously on the ground that someone might not want to donate money to the cause and yet feel hesitant about refusing because he might not want the news of his refusal to reach the President of the United States."

There was a problem. The sponsors could not go through with the original idea, then. Therefore, they began thinking of amendments to it, for funds were badly needed.

Study of the problem finally resulted in the plan for a President's birthday ball, which became an annual affair in the United States on Jan. 30, Roosevelt's birthday.

Newspapers, newsreels, and the radio suddenly burst forth with news of the affair. As if by magic, in 5,600 towns throughout the nation appeared local organizations promoting a birthday ball. Interest ran high. And that first ball resulted in $1,040,000 being raised for the foundation.

The next year the campaign was repeated, and with the previous year's success as an added incentive, $1,400,000 was raised throughout the United States. Tickets sold for $1 in most towns, and there was no dearth of buyers.

It is necessary to go backstage to obtain a complete picture of the hugely successful drive for funds to fight infantile paralysis and to see how the principles of publicity as outlined here were employed to stimulate public interest. In an undertaking of such scope as this, the goal is not reached by accident; it follows a logical, carefully laid course.

The course of the campaign was plotted as meticulously as a graph, step by step. Each part of the drive was given due consideration and stress. There was no slurring over of incidentals.

A national committee, comprised of prominent personages—Owen D. Young, Henry L. Dougherty, Newton D. Baker, to name a few—was first formed. The committee had 100 members.

One of the national committee's main problems was the possibility that the drive might be construed as a political brainchild, intended to enhance the prestige of Franklin D.

Roosevelt. With this in mind, such presidential opponents as Gen. Charles Dawes, Vice-President of the United States during the pre-Rooseveltian era, were placed on the committee.

The committee considered the vastness of its job. Long before the date of the first birthday ball, newspapers, newsreel distributors, and radio stations, affiliated and unaffiliated, were contacted. Millions of people had to be reached if the goal—$1,000,000—was to be attained.

Simultaneously with its first notices of the impending event, the committee sent to the three great outlets of publicity—the hundreds of newspapers and radio stations and the handful of newsreel companies—an urgent plea for cooperation. Carl Byoir, nationally known public-relations counselor and one of the key members of the national committee, contacted publishers and station managers, asking, "Will you recommend a leader in your locality to be chairman of the local birthday ball?"

Publishers in towns and cities where there were competing newspapers were asked to confer with each other and make joint recommendations.

First contacts were made principally by mail. There were, you remember, 5,600 local chairmen to be named. The cost of announcements, if made by telegraph or long-distance telephone, would have been enormous. The announcements were sent out 12 weeks in advance, giving local groups 6 weeks in which to form and 6 weeks more in which to organize the affairs.

It was, of course, impossible to recruit only experienced talent in selecting the chairmen. More than 5,000 of those chosen had never conducted a publicity drive, and only a scattering had been connected with a nation-wide campaign of such scope.

So, to aid the local chairmen, the national committee recruited the cooperation of national clubs and movements

—among them the Elks, Kiwanis, Shriners—thus gaining the good will of the membership, which totaled more than 7,000,000.

Thus, each local chairman had an interested group to advise and iron out problems with him.

Byoir's next move was to notify local chairmen that it was time to organize committees to sell tickets, provide for extra entertainment, distribute publicity, and choose orchestras. Concurrently with the notification, each local chairman received a list of the national organizations, with chapters in his town, that endorsed the birthday-ball idea.

The local chairman's job was thus simplified. He had only to get in touch with the nearest chapter of Elks, Kiwanis, Shriners, Woodmen of the World, and others aligned with the national committee, request their cooperation, and get the aid he needed.

The story of how the ball was to be conducted was fed to local chairmen in small doses.

During the 6 weeks of preparation prior to the balls themselves, Byoir, by extending ideas singly to each chairman, was in reality literally supervising 5,600 birthday balls at the same time.

Since the culmination of the campaign was to be a social affair, a "social background" was absolutely necessary, the committee decided. The charity-ball idea, and a very popular one, was stressed. No guest was to be asked for a contribution; ticket sales were expected to provide the desired amount—the million dollars.

With tickets selling for $1 and, in a few places $2, a bourgeois atmosphere was suggested that must be minimized, the committee realized. Knowing that the presence of the socially prominent would be added incentive for lesser lights to attend, Byoir early in the campaign laid his plans for organizing the sectors where the "smart set" gathers—Palm Beach, Miami, Washington, New York.

The first report that reached local chairmen throughout the nation and that was relayed to the subcommittee heads was that Gray Grayson had been named chairman of the Washington birthday ball, with George Baker as vice-chairman. Both were socially prominent men. The announcement mentioned that the wives of members of the Supreme Court and of the Senators and the Vice-President's wife were chosen as patronesses. In New York members of the Vanderbilt, the Whitney, and the Morgan clans volunteered to stand in the receiving line; in Palm Beach the sporting Wideners contributed a member.

When such news was published in smaller cities and towns, instead of local chairmen humbly asking the assistance of social leaders, the dictators of community society were hoping they would not be overlooked. By this device, the national committee completely suppressed a situation that otherwise might have arisen—society's "higher-ups" might have refused to cooperate had the bourgeois flavor been preserved.

That is how 5,600 committees, each with various subcommittees, were organized. But the job was by no means ended. There were still weeks ahead before the balls, weeks of conditioning the public.

Names make news, and the national committee used them. First, Byoir and his associates created a perfect newsreel setting. Five grand-opera stars, any one of whom usually commanded thousands of dollars a performance, gave their services free and agreed to sing "Happy Birthday" grouped around a gigantic cake with 54 candles, for the age of the President. Deems Taylor, the composer, volunteered to accompany the group on the piano.

This setting was first arranged, and then Byoir contacted the five large newsreel companies in the United States, explained what sort of pictures would be available, and asked that they film the scene. The novel idea caught on, and as

a result the thirty or forty million people who weekly attend the motion pictures saw this entertaining skit "boosting" the coming birthday ball.

In every city and town where local leaders assisted in the drive, their presence alone served to make campaign news. Whatever new arrangements or new appointments they made were worth mention in the local press. Thus the national committee did not need to "force" campaign news. News had begun flowing in an easy, logical stream from a multitude of sources.

The result of the maneuvers preliminary to the first President's birthday ball was that $1,040,000 was cleared from more than 5,000,000 guests. And the stage props were still set for a repeat performance the next year.

This simplified sketch of a national campaign might furnish an idea of the potentialities of existing publicity and advertising mediums. In a period of 12 weeks, five or six million people, some previously ignorant even of the existence of the Warm Springs Foundation, were recruited in a gigantic charitable undertaking.

The good publicity man knows the elementary principle that man is interested first in himself, then in society. People want to know about other people. They like to read about private lives; they want to know the "inside story" and what takes place behind the scenes. Their desire is vicariously satisfied by information gleaned from newspapers and magazines.

People prefer to read of men rather than of institutions —celebrities, for example, because they seem to be colorful personalities; successful national figures who skyrocketed to prominence or who collapsed overnight, like a deflated balloon. The public is interested in actors and actresses and their romantic work; in heroes, politicians, athletes, extraordinary children, old people, odd characters, man's friends in the animal kingdom. And why? Because man,

first of all, has certain universal interests, and second he is instinctively curious and, for psychological reasons, interested in anything out of the ordinary.

More impersonal subjects such as science, education, inventions, religion, economics, and business are not as widely popular in the news field. Their appeal is less elemental. They offer lush pasture, however, for the wide-awake reporter or publicity man, because they are factors that are reshaping the world of today.

The trained publicist can make almost any story interesting by treatment and technique. He knows by training and experience that there are two sides to every news story —the personal and the impersonal, the psychological and the sociological. In building a news story it is generally necessary to consider both angles for the strongest lead.

To develop this analytical ability one must identify himself with the interests of people, whether they are clerks, salesmen, executives, housewives, tycoons, or laborers, whether they are socially important or social nonentities.

Once these interests are understood the publicity man will be more and more successful in the judging of publicity value. His publicity will be more effective, appealing, and to the point.

Too frequently beginners in publicity try to develop an acute publicity-news sense in the wrong way. It cannot be gained without study and analysis of the interests of others.

Publicity from the standpoint of the masses is the ideal. The leading publicists, the ablest editors, the most powerful molders of public opinion—all of them know that frequent contact with persons in all walks of life gives ideas, reveals public attitudes, and leads to sympathetic handling of material from the standpoint of the reading public.

That a subject interests the publicity man personally does not mean that it will interest his neighbor, the man at the filling station, or the public in general. He lacks the ob-

jective approach if he thinks so. The good publicity man uses factual means to determine fairly and objectively the worth of his publicity. When he is in doubt, he samples public opinion, which is the safest and most accurate method of determining what the people think about any given issue.

The ability to evaluate newsworthy publicity may be acquired, but only through experience, perseverance, training, and study. Henry F. Woods, Jr., of Young & Rubicam, author of "Profitable Publicity," says that it is essential to practice judging newsworthy publicity constantly; to consider events, persons, and happenings outside of the publicity man's own immediate interests or concern so that he can get a different slant on them. Although they may not interest you, try to judge the interest they may have for others, Woods tells the publicist.

So, as a starting point, learn to determine publicity values on the basis of news interest. Learn what fellow citizens are interested in, what they talk about, what they do, what they think. And study the newspapers to see what they use, for they generally use material that proves worth while as news.

A good news story may be one that tells of horror and tragedy; but it must be of interest to the readers. Whether it is good or bad news, it should be reported. When President Truman announced the use of the first atomic bomb against Japan, one of the greatest stories of the century was released. The development of the weapon was among man's greatest achievements; still, its power to destroy great cities shocked and even terrified the people of the allied nations who held the secret. This story was both good and bad.

On the other hand, repetition may make news, if it extends over a sufficiently long period. Often a reporter or publicity man selects some important date or event as a peg on which to hang a pertinent, timely story, as in the follow-

ing press release, which is tied in with the hundredth anniversary of the admission of Texas to the Union.

Heralding the leadership of Dallas in reconversion achievements with an elaborate preview of new postvictory products, Metal Dallas, an exhibition made possible by Dallas Manufacturers, will also signal the one-hundredth anniversary of Texas statehood when it opens Oct. 12 at the Dallas Power and Light Company.

Sponsored by the metal industries through the Dallas Manufacturers and Wholesalers Association, a division of the Dallas Chamber of Commerce, Metal Dallas will be the first reconversion exhibit of its kind in the country.

Jack B. Dale, president of the manufacturers and wholesalers group, pointed out that Metal Dallas, providing the first opportunity since Pearl Harbor for the public to get a glimpse of new metal products, will do much toward establishing Dallas as a progressive city of diversified industries.

"Manufacturers have been working quietly, doing a vital job," he said. "Now they are ready to talk about it. Dallas industry has been fitted for the future, a future of things beyond comprehension, a future in which metal will become a finely machined part of everyone's life."

The public will be able to see the results of research, engineering, and long-range planning by Dallas industry, which gained national recognition for its war-production record, said W. W. Finlay, chairman of arrangements for the metals exposition.

"The metal display will give the public an opportunity to see the results of new skills as applied to the production of windows, floor furnaces, kitchen cabinets, refrigerators, and the like, and the building of homes, trafficways, and every kind of transportation vehicle," Mr. Finlay explained.

Planned to ease postwar readjustment, the exhibit, which will be held through Oct. 20, is designed to promote a better understanding on the part of Dallas residents as well as the industries themselves of their products, skills, potential abilities, and the type of labor required.

Calling attention to the fact that the state constitution was submitted to the people of Texas on Oct. 13, 1845, Mr. Dale said that

the exhibit could well be regarded as an appropriate opening for the centennial observance.

"The products will not only be testimony of Dallas manufacturers' ability to produce for war and peace but will symbolize Texas' heritage of initiative and leadership," he said. "The Centennial of Statehood Commission has said that the observance should take the form of something very practical and constructive, aimed at the improvement of Texas economic and social conditions. Metal Dallas will be just that."

THE ELEMENT OF PUBLIC OPINION

With the first primitive form of communication, public opinion sprang into existence. Since man developed ways of self-expression, public opinion has been a strong factor in shaping society's course. It is a force that the publicity man must recognize and understand, for it is the raw material with which he works. The great technical achievements of the nineteenth and twentieth centuries have so enlarged the scope of public opinion that it is today a tremendous power—the beacon of democracy, it has been called.

The publicity man must regard it with a scientist's eye. The telephone, the telegraph, the radio, wider use of printing, and faster methods of travel—all have gone to make this comparatively a small world. The public now is better informed and more intelligent than ever before.

Today more people can be made aware of a person, product, or idea. Rapid changes occur; national and international issues are reported on and the stories relayed around the world in mere minutes. Public opinion on a specific question is formed and measured, and the findings of a survey on the attitude of a nation are conveyed vast distances and appear in print while the issue is still current. And pictures can be flashed by wire or cabled over the world in a few minutes.

Group opinion is composite individual opinion. Actually, there is no unbiased opinion. Free opinion is the right to form biased opinion. And we may be sure that all definite thought is biased to some degree. The pressure of the forces influencing individuals is variable and shifts with the rapidly changing conditions that affect our mode of living, our thinking, and our reasoning.

Opinion in its formative stage is influenced by basic elements that have a biasing effect on an individual when forming an opinion. These are

Selfish Force.—The natural desire for personal gain and advancement.

Group and Civic Interest.—The natural desire for community progress and improvement, which will ultimately, directly or indirectly, benefit the individual.

Human Emotions.—The inherent instincts, such as love, hate, fear, desire, pride, pity, and anger. These are some of the human emotions that play a part in influencing personal opinion.

The elements which allow intelligent and healthy opinion to flourish are those things for which our forefathers fought and gave their lives—freedom of thought, free speech, free press and free discussion.

SCOPE

The scope of both public relations and publicity is far-reaching. They extend over eight major fields of activity, and each field has its own particular style and individual approach.

Public relations does not work on a "campaign" basis. Good and sound public relations stems from commendable long-range managerial policies that meet with public acceptance. A campaign connotes short-term public relations and implies an attempt to whitewash bad corporate prac-

tices or win friends overnight. Successful companies work on the premise that action speaks louder than words. They will "do" first and *then* "tell" about it.

This is another example of how publicity and public relations differ in principle. In the practice of publicity, campaigns are in order—to raise funds for worthy causes, to win elections, and to sell ideas.

The plan for a civic organization's publicity campaign is not patterned along the lines of a campaign sponsored by a political faction that seeks support of a candidate or a legislative program. Although the plan of strategy and the program design vary with each case, the underlying principles of the publicity are the same.

The eight functional divisions of legitimate publicity are

1. Personal.
2. Institutional (foundations, hospitals, universities, public schools, etc.).
3. Religious.
4. Civic.
5. Governmental.
6. Commercial and industrial.
7. Political.
8. Athletic.

PLANNING THE ORGANIZATION

A campaign should have a predetermined goal, a predetermined method of operation, and an absolute director.

The twin instruments are, of course, publicity and organization. (If this be repetition, make the most of it.) These two are present in every successful work offensive, whether the job is introducing a new fad, electing a President of the United States, raising funds for charity, or publicizing a forthcoming motion picture.

For example, during national war-bond drives, on the

publicity side there was a long and heavy bombardment of articles, speeches, editorials, interviews, motion-picture pleas, social functions, and supershows. Working with the publicity man, organizers formed national, district, state, and local committees, arranged banquets, mass meetings, parades, and colossal attractions, high-lighted with the appearance of famous war heroes in person. Hollywood stars and civic and business leaders turned salesmen at luncheons, and merchants sponsored full-page "ads." The publicity staff arranged for pictures and for the press to cover all newsworthy events during the "Buy Bonds" drive. It also prepared release schedules for the press.

Publicity and organization work for one common cause. Each has the same objective: to make the public intensely aware of the cause and then—*action*. So, in an election, the publicity group informs the public as to the virtues of the cause and turns the spotlight on every laudable action of the party and its candidates. The common objective—*victory on election day.* ,

Where organization is not so important, publicity becomes more important. It must handle the part of the production that organization would ordinarily handle. Where only a feeling of good will is to be promoted, publicity is vital. The public may not be organized, but its thinking and acting must be guided and coordinated.

It may be that the effort is toward public recognition of the fact that the John Doe Company is establishing new production records in an attempt to supply the carless public with sufficient automobiles and that the new system will increase the earnings of the workers. Such a project might be achieved by straightforward publicity alone. However, this type of program would come under the head of public relations, and any publicity or advertising along that line would be "institutional good-will effort."

Blueprint for Public Relations

The well-planned campaign will take into consideration all available mediums. Those promising the best and quickest results should receive preference. Sometimes as many as 20 different methods or approaches, or mediums, are employed in a single coordinated campaign.

The directors of such a campaign must be careful to be consistent in the appeal, however, regardless of the mediums. A rambling message or messages confuse the public. The success of the venture will depend upon repetition, coordination, and a hard-hitting, consistent effort. The importance of the latter, in particular, cannot be overemphasized. Charles Michelson, for years director of publicity, Democratic National Committee, expressed himself on this point when he made the following statement:

> I believe that political publicity—I know nothing about any other kind—is of tremendous importance in a national campaign, but there must be some qualifications to that statement. Political publicity can only be of service if the cause the publicity man advocates is correct and where the problem narrows down to presenting the actual issues in order to acquaint the voters with the soundness of the policies involved. I have yet to know of a campaign in which a bad cause succeeded on account of skillful publicity, or a good cause was defeated because of the opposing arguments. It is doubtful if there are any definite rules that can be laid down for that sort of work beyond the conventional ones; that is, your cause must be just and your arguments must be sound enough so that fire from the opposition's artillery cannot break them down.

When a large group is to be reached, it is well to use both newspaper and radio publicity, supported by other mediums. Newspaper publicity may be carried in the news columns or may be printed as advertising, or both. When you buy advertising space, you have the privilege of saying (within certain very broad limits) exactly what you wish. The advertisement appears as you order it. If changes are

made, newspaper make-up editors have authority to act only on your instructions.

In contrast, publicity carried in the news columns has a value all its own because of the impersonal manner of presentation. Paid advertising, which stresses the point as desired, therefore has a definite place in most publicity campaigns.

In degree of effectiveness for this purpose, only radio challenges the newspaper, running a close second in the average campaign and in some campaigns being found to be more effective, depending upon the type of campaign and the class to be reached. Generally speaking, these two mediums carry the load. In the newspaper the message is presented so that it may be read and absorbed. It makes a greater and more lasting impression because of its visibility and readability. The message over the radio comes and goes in a flash. Unless it is repeated several times a day, it will not register as the printed word will. Each, however, has advantages over the other. These will be discussed more fully later.

How great the work of public relations can be is illustrated by the consistent achievements of such public-relations and management-counseling firms as Carl Byoir and Associates, Ivy Lee and T. J. Ross Associates, Steve Hannagan, Braun and Company, Verne Burnett, Hill and Knowlton, James W. Irwin, and others who represent national organizations and institutions across the country and around the world.

Many of these businesses are subdivided into 15 or 20 separate departments. In some companies, such as the Sutton News Service, New York counseling firm, headed by astute George W. Sutton, Jr., one of the outstanding men in the profession, there are several specialized experts in one division to handle just one specific medium.

The publicity or public-relations man who directs a small

campaign or handles public relations for one organization will of necessity combine many of these divisions and their functions. He may eliminate some altogether, if his is a small, compact staff. If he is handling the reins alone, as some do, the world is his oyster.