

Section II

Organization

ORGANIZATION.—The measure of a man's success in business is his ability to organize. The measure of a man's success in literature is his ability to organize his ideas and reduce the use of the twenty-six letters of the alphabet to a system so as to express the most in the least space. The writer does not necessarily know more than the reader, but he must organize his facts and march truth in a phalanx.

In painting, your success hinges on your ability to organize colors and place them in the right relation to give a picture of the scene that is in your mind.

Oratory demands an orderly procession of words, phrases, and sentences to present an argument that can be understood by an average person.

Music is the selection and systematization of the sounds of nature.

Science is the organization of the common knowledge of the common people.

In life everything lies in the mass—materials are a mob—A man's measure of success is his ability to select, reject, organize.

SYSTEM AND SUCCESS
"The Note Book of Elbert Hubbard"

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FUNCTIONAL DIVISIONS OF PUBLICITY

FOR efficiency of operation and administration, publicity is divided into these four divisions:

- Planning
- Production
- Coordination
- Distribution

This plan of organization provides for a natural flow from the original plan or idea to the fashioning of the actual product, to the coordination of factors in production, to the distribution of the finished product.

The planning section is responsible for preparing the basis of organization and operation. It plans drives, drafts the prospectus for each campaign, makes surveys, supervises research, develops the plan and procedure for each campaign, and formulates the general policy to be followed.

This section should consist of such parts as these:

- Administration
- Research and surveys
- Policy
- Campaign strategy

Of course, some of these branches are not necessarily separate and complete in themselves but may be spliced together.

The production section is responsible for the collection and preparation of all the copy. Copy should be prepared with the predetermined plan and policy in mind. This section will carry out the theme suggested by the planning section after the groundwork and strategy are mapped out.

- The production section takes in
 - Copywriters and script writers
 - Editors
 - Artists

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Radio producers
Radio artists
Photographers
Motion-picture specialists
Experts in other mediums

The coordination section is somewhat of a ways and means committee. It is responsible for the complete coordination of all publicity in the campaign. Without proper and efficient coordination the desired effect is lost. Therefore, it is most important that this section's activity receive due consideration.

This branch contains personnel with a thorough knowledge of the mechanics of the job. In a large campaign it might encompass other subdivisions such as

Press relations
Advertising
Public relations
Radio
Motion pictures
Civic and professional contacts

The distribution branch, naturally, is responsible for the actual dissemination of the information by all channels of distribution. This group should compile and maintain lists of agencies to be contacted, in order to know where to fire its shots and what sort of publicity bullets to use. It must be borne in mind that requirements differ. For example, in furnishing material to trade magazines the copy must meet certain stylistic and editorial demands, or it will not be considered.

Following is a sample list of agencies and the information about each which should be on hand before the campaign begins:

Newspapers.—Names of editors and some staff members, the particular news services used, clip-sheet and pho-

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tography requirements and use of mats and electros, average news space, and publication and dead-line times.

Trade Magazines and House Organs.—Names of editors, special requirements for articles, news space, and publication and dead-line dates.

Radio Stations.—Names of managers and program directors, network (state or national) facilities, coverage, and power of station.

Advertising Agencies.—Public-relations specialists available for assignment should the occasion arise.

Outside Advertising Concerns.—Names of owners, managers, or representatives; cities, towns, and areas covered; size, type, and number of billboard panels, and number of panels and bulletin boards.

Motion-picture Theaters.—Managers' names and advertising representatives, whether circuit or independent, and location and capacity.

Transportation Advertisers.—Names of managers and representatives, number of cars and buses served, average number of panels per car and bus, size of panels, and whether interior or exterior.

Schools, Colleges, and Universities.—Size and location and names of administrative officers.

Churches.—Names of clergymen, location, etc.

Civic Organizations.—Name and location, name of secretary or correspondent, membership, and type of group.

Industry and Commerce.—Names and locations of large businesses and industrial and commercial organizations, names of officials, the type of business, and number of employees.

Printing Firms.—Names of officials, capacity of job presses, and other printing facilities.

Halls and Auditoriums.—Location and capacity.

Professional.—Names of prominent business-, civic-, and

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professional-group leaders throughout the area (for use in selecting speakers, interviews, and endorsements).

Entertainment.—Band leaders and entertainers.

Speakers.—Names and addresses of experienced and recognized public speakers.

MEDIUMS—THE AVENUES OF INFLUENCE

Plan complete coverage, and shoot for results. In mapping the program the director can chart a reasonably definite course. To do this properly, it is first necessary to consider the phases that tie together the entire program.

A prerequisite to an attempt at mapping out a program is a comprehensive survey of the public to be reached by the various available mediums. By first making a study of mediums and the approach, the publicity man can proceed methodically. It is important that he do this and analyze his findings. Some of the points to be covered by the survey are

What group or class should be reached?

What are some characteristics of the group?

How and when are the people most easily reached?

What forms of entertainment do they indulge in?

What mediums will be most effective?

Each medium and agency of distribution available to the publicity man today for carrying his message to the public has individual advantages. Each should be considered in the light of its ability to produce certain definite effects.

Regarding the public as a metaphorical sea, the publicity man cannot depend solely on any single route across to his objective. He traverses a number of channels—the various mediums. Every possible medium should be utilized.

The publicity man moves forward simultaneously on all fronts. He knows from experience that he must exploit

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all potentialities if the program is to be successful. Whatever means he can use to get his message across effectively he uses, remembering two important principles.

1. His campaign must be unified. The parts of his program must be coordinated.

2. He must take advantage of repetition, through the several forms of presentation. In repetition he is given the greatest opportunity to make his campaign effective.

The survey or plan of the campaign, of course, should indicate the public that is to be reached and the method to be used. The plan will indicate the strategy for arousing public interest. It is the mediums that serve as the tools to accomplish the purpose. Therefore, the emphasis at this time is on mediums.

A sound and well-charted program will evaluate and consider every approach to the public mind—*i.e.*, every *known* approach. In a campaign frequently there will be 20 or 30 mediums in use, all employed concurrently and perfectly coordinated for cumulative effect, all driving directly toward the same objective.

The most important forms of medium are

Group I

- Newspapers
- The trade press
- The house organs
- Display advertising
- Magazines
- Pamphlets
- Leaflets
- Letters

Group II

- Radio programs
- Public addresses
- Phonograph recordings and sound tracks
- Word of mouth

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Group III

Motion pictures

News pictures and propaganda pictures

Window displays

Staged demonstrations

Television

Parades

Demonstrations of policy (public relations)

The most common agencies for distributing a publicity man's copy are newspapers, the radio, trade magazines, civic groups, governmental agencies (municipal, county, and state), churches, motion pictures, educational institutions, business and industrial organizations, general magazines, house organs, and public speakers (see Appendix for example).