A brief history of public relations in Detroit area industry and business (1900-1954) and a contemporary analysis of public relations as a management function in Detroit area companies.

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A BRIEF HISTORY OF PUBLIC RELATIONS IN DETROIT AREA INDUSTRY AND BUSINESS (1900-1954) AND A CONTEMPORARY ANALYSIS OF PUBLIC RELATIONS AS A MANAGEMENT FUNCTION IN DETROIT AREA COMPANIES
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INTRODUCTION

This thesis, prepared in partial fulfillment of the requirement for a master's degree in the School of Public Relations and Communications of Boston University, attempts to accomplish two objectives: (1) briefly trace the history of public relations in Detroit business and industry, (2) analyze public relations as a management function in Detroit area companies.

A large part of the historical data was obtained from mail questionnaires completed by 242 representatives of Detroit area companies and from interviews with forty-five Detroit area public relations practitioners. Additional information was obtained from written materials—including pamphlets, reports, correspondence, and copies of speeches and policy statements—furnished by the interviewees and from periodicals and books.

Data used in the analysis of public relations as a management function in Detroit area companies was obtained from approximately the same sources. More specifically, the case study section was prepared on the basis of interviews with the heads and/or representatives of twenty-five public relations departments and from materials, particularly policy statements and reports defining public relations responsibilities, furnished by the interviewees. Tables 1 through 5 of the statistical section of the appendices were prepared from mail questionnaire data. The remaining statistical tables were prepared on the basis of information obtained during interviews with representatives of the twenty-five companies studied in detail and from policy statements.
The conclusions were drawn from an analysis of the historical, case study, and statistical sections of the paper, plus an appraisal of the attitudes of top management toward public relations.

Research on the thesis formally began in January, when mail questionnaires--designed to obtain basic public relations data--were sent to the 283 largest and/or leading business and industrial firms in the Detroit area (as defined by the Detroit Metropolitan Area Regional Planning Commission). Fifty-two questionnaires (an 18 per cent response) were returned from the original mailing. A second mailing obtained a response from 131 companies, increasing the totals to 183 and 64.7 per cent. A third mailing drew fifty-nine replies; the overall response thus totaled 242 (85.5 per cent).

In an effort to obtain a well-balanced study and provide suitable materials for a wide variety of case studies, two factors were considered in selecting the twenty-five companies whose departments of public relations were analyzed in detail: They were (1) kind of business in which the company is engaged, (2) size of the public relations department. The companies were classified into one of six categories: manufacturers and/or distributors of consumer goods, industrial goods, and consumer services, and as financial and transportation firms and utilities. Departments studied ranged in size from one man devoting only part of his efforts to public relations to a 246-man department embracing all major phases of the field.

The writer wishes to acknowledge his indebtedness to his Major Professor on thesis, Samuel G. Atkinson, and to his first and second readers, Professor Edward J. Robinson and Professor Howard Stephenson,
respectively, members of the faculty of the School of Public Relations and Communications of Boston University, for their highly constructive criticism. Whatever merit this paper may possess is largely attributable to their generous assistance. Appreciation also is due the Detroit chapter of the Public Relations Society of America, whose endorsement facilitated the necessary research. For this endorsement, the writer is grateful particularly to Reuben Ryding, president of the chapter, and Robert O. Dunn, a former member of the chapter's board of directors. Thanks also is expressed to those heads of public relations departments and other business officials who supplied the information contained in this paper.

David L. Lewis
HISTORICAL SECTION
Public relations today means many things to many people. Even Webster's Dictionary, which several years ago adopted a definition furnished by the Public Relations Society of America, fails to satisfy many practitioners. Such present-day confusion is an extension of the profession's growing pains. No activity has a more tangled history; few provide more heated differences.¹

It is with this backdrop that one must set the stage for a historical analysis of public relations in Detroit business and industry. There is no distinct pattern. In some cases, the public relations function was built into the business. An institution such as the J.L. Hudson Company, for example, could scarcely have been operated successfully without close attention to public attitudes and communications. Hudson's first opened its doors April 1, 1881. The next day, it ran advertisements in Detroit newspapers, thanking customers for their patronage and inviting them to return purchases if not fully satisfied with them. The store pioneered the one-price policy. Its founder was a "new" type of businessman, interested not only in the customer, but in the community in which he and his customers lived. Much of Hudson's current public relations philosophy thus was set forth three-quarters of a century ago.²

The Maccabees is another institution which ushered in public relations practices at approximately the same time it began corporate


²Interview with E. Dawson Fisher (special events manager, J.L. Hudson Company), April 1, 1955.
existence. Within a year of its founding, the organization was telling the public, via the press, that "The Knights of the Maccabees of the world is one of the great (if not the greatest) wonders of the 19th century."³ Starting in 1880, the company's editorial department (without much doubt the first formalized internal communications unit in Detroit business and industry) was disseminating news through The Maccabees' Tent, The Maccabees' Journal, and The Lady Maccabee.⁴ Throughout the institution's history, the fraternal department, whose primary purpose was to promote activities and teach rituals in each unit of the society, served the membership public. In 1925 a publicity department was formalized; twenty-seven years later the three departments were merged to form the contemporary public relations department.⁵ Nash began issuing a consumer publication, the Rambler Magazine, shortly after the first Ramblers were built in 1902. Sold to the public, the magazine was a high level publicity effort. Old photographs in the possession of Nash's corporate descendent, American Motors, also show an early interest in publicity clippings.⁶ Ford Motor Company in 1908 began publishing the Ford Times, a semi-monthly periodical devoted "to the interests of Ford owners and Ford dealers everywhere." Suspended in 1917, the Times was reactivated

³"From Out of the Past," The Maccabees Bee Hive, Third Quarter, 1953, p. 5.
⁴Ibid., p. 16.
⁵Interview with D.A. Talucci (public relations director, The Maccabees), April 26, 1955.
⁶Interview with Howard E. Hallas (director of public relations, American Motors Corporation), May 16, 1955.
in 1945. Ford Motor Company also pioneered in governmental relations activity. In 1913 Glen Buck, a Chicago advertising man was retained by Henry Ford to assist the Weeks-McLean Bill (for the protection of migratory birds) through Congress. Assisted by a flood of telegrams from Ford dealers, (said to be the biggest deluge of wires in Washington history up to that time) the Bill was passed. Buck, who stayed on to edit the Times, also designed one of the company's first trademarks, a winged pyramid scarab.

George F. Alger Company, today the nation's foremost volume-trucker, from the start of corporate existence in 1917 has been public relations minded. It was one of the first to advertise itself with truck billboards, painting on each vehicle "There Goes Geo. F. Alger." The company also pioneered in the realm of courteous, safe driving; not permitting its drivers to bind down cargo on the theory that a safe driver needed no "artificial" aids. Old photos showing Alger trucks hauling waste paper, cinders, cement, and steel, were distributed to newspapers to indicate the versatility of Alger's fleet.

Industrial National Bank, also formed in 1917, has considered "advertising and public relations not as a stepchild, but as an important part of its banking operations" since its inception. While

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8 Ernest G. Liebold (confidential secretary to Henry Ford), Reminiscences, pp. 49-50, Ford Archives.

9 "Brief Outline of Ford Public Relations Activity," op. cit.

10 Interview with C.A. Justin (vice president, George F. Alger Company), May 2, 1955.
conducted informally for many years, public relations practices "have always occupied an important place in the executive thinking of the organization."\textsuperscript{11}

Probably the first formal public relations department in Detroit business and industry was established by Michigan Bell Telephone Company. This is not altogether to be unexpected, as Theodore Vail, president of Michigan Bell's parent company, A.T. & T., was in 1910 one of the first to philosophize that public affairs transcend private interests.\textsuperscript{12} Michigan Bell's public relations activity was formally established in 1921, under the direction of the company's general commercial manager. Within a short time a small staff, headed by a publicity manager, was hired. Staff duties ranged from handling of press relations and newspaper advertising to supervising exhibits, editing the employee magazine, and giving lecture demonstrations. In 1923 the department began reporting to an assistant to the president, who also was responsible for personnel relations. At that time public relations gained departmental status. In 1940 public relations was placed under one assistant to the president; personnel relations was shifted to another assistant. Four years later the head of public relations was made a vice president.\textsuperscript{13}

Ford Motor Company, although it did not formally establish a

\textsuperscript{11}Interview with Maurice F. Tehan (vice president, Industrial National Bank), June 3, 1955.


\textsuperscript{13}Interview with Edward T. Burroughs (assistant vice president Michigan Bell Telephone Company) and W. Calvin Patterson (vice president, Michigan Bell Telephone Company), March 29, 1955.
public relations department until 1943,14 pioneered in several areas of public communication. In 1909 the company established a Photographic department, which by 1913 had grown into a forty-three-man operation producing films for nationwide distribution.15 During six months of 1919, the firm operated an efficient news bureau.16 From 1919 until 1927, the company published a weekly newspaper with a circulation of 700,000;17 and during the mid-1920's, Ford owned and operated a radio station.18

Henry Ford himself had a well-developed sense of publicity values.19 Keith Sward, in his critical book The Legend of Henry Ford says that the Ford myths were "fed and canalyzed by a small body of publicists who were keenly aware of the spell they were working."20 Fred Black, who was close to Henry Ford from 1919 to 1942, says, however, that "nobody made Henry Ford from a publicity standpoint except himself...the Ford

14Preliminary public relations questionnaire completed and returned to writer by Robert O. Dunn (manager, research and information services, Ford Motor Company), February 9, 1955.

15Interview with Art Krauseman (photographic supervisor, Ford Motor Company), June 6, 1955.

16D.D. Martin (editor of Ford's Mt. Clemens News Bureau) to Liebold, August 20, 1919, Ford Archives.


18Fred L. Black (a pioneer Ford Motor Company public relations and advertising man; now assistant to the president of American Motors Corporation), Reminiscences, p. 171, Ford Archives.

19Ibid., p. 164.

20Sward, op. cit., p. 279.
legends started with the boss and were nursed along by newspapermen rather than engineered by his staff."21 At any rate Mr. Ford was publicity conscious. At his bidding, starting in 1913, thousands of newspaper clippings about himself and his company were pasted in scrapbooks.22 He used to say "the best advertising we get is the kind we don't pay for" and that he would rather have a news story on the first page of newspapers than any kind of advertising campaign.23 Mr. Ford deliberately kept his name before the public; he believed that his personal popularity was directly related to the sale of Ford cars.24

As previously stated, the Ford Photographic department employed forty-three men in 1913. From this year until 1921, the component produced each week a one-reel film, distributed free to theaters throughout the country. It also produced weekly 100 and 200-foot films on spot news for nationwide audiences. During the 1920's, the department made educational films which were sold to schools for fifty dollars per reel.25

The aforementioned news bureau was established in 1919 during the Henry Ford-Chicago Tribune libel suit in Mt. Clemens, Michigan. Directed


22 Scores of these scrapbooks are in the reference room of the Ford Archives.

23 William J. Cameron (pioneer Ford Motor Company public relations man), Reminiscences, p. 66, Ford Archives.

24 Ernest G. Liebold (Henry Ford's confidential secretary), Reminiscences, p. 1246.

by D.D. Martin, now head of the Journalism department at the University of Arizona, the bureau's chief function was to present the Ford viewpoint to the nation's press. Copy was furnished daily newspapers on an around-the-clock basis; boilerplates were sent to every weekly newspaper in the country. It appears that the primary objective was attained, Martin reporting "the bureau has conducted its work in such a manner that there is not an instance where the news effect has been unfavorable to Mr. Ford." Martin wanted to perpetuate the bureau. He recommended that company beats be assigned to writers "to create a steady flow of favorable publicity." He advocated product publicity, sought to set up a clipping bureau, and recommend that the bureau "quietly direct the course of publicity" involving Edsel, Mr. Ford's 26-year-old son. The agency, however, was dissolved in the autumn of 1919.26

The Ford newspaper, the Dearborn Independent, is of special interest in that it probably was the only company owned and operated newspaper published in the Detroit area. "Mr. Ford's Page," written by William J. Cameron, Mr. Ford's "interpreter," largely mirrored the industrialist's views from 1919 to 1927.27 The Independent perhaps is best remembered for its attack on Jews—which was chiefly responsible for the paper's abandonment.28

Ford radio station, WWI, was operated by Fred Black and Ben Donaldson, now Ford's director of institutional advertising. One of

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26Martin to Liebold, August 8 and August 22, 1919, Ford Archives.

27Cameron, Reminiscences, p. 31.

the first stations to pay its talent, WWI did not accept advertising, Mr. Ford fearing that it would have to accept political talks with which he might not agree. He also refused network affiliation. Largely as a result of Mr. Ford's disinterest, WWI discontinued operations in 1925.29

Several men figure prominently in the history of Ford public relations. One is Ernest G. Liebold, never a company employee, but for almost forty years Henry Ford's confidential secretary. Liebold also served as Mr. Ford's press relations man until 1920.30 He was succeeded in this capacity by Cameron, who attracted Mr. Ford's attention while editor of the Independent. Cameron, though never given an official title following the demise of the Independent, was in effect the company's public relations head.31 A genuinely brilliant man, the publicist had Mr. Ford's complete confidence and as a result of daily conferences over a period of years could reflect the older man's philosophy perfectly.32

Cameron, the editor and press relations man, was known to few persons. But as the company's spokesman on the Ford Sunday Evening Hour, he became known to millions. The Ford Hour, which flourished between 1934 and 1942, was broadcast over ninety-four stations and reached thirteen million listeners.33 Its commercials consisted of

29Liebold, Reminiscences, p. 976.
30Ibid., p. 1625.
31Cameron, Reminiscences, p. 155.
discussions by Cameron on the problems of life, politics, economics, morals, life and death, right and wrong, etc. A majority of the talks concerned popular platitudes; the public often responding to them at the rate of 9,000 to 10,000 letters per week.

Virtually inactive during the last seven years of his employment, Cameron retired from Ford in 1947 at the age of sixty-seven. He died August 2, 1955 in California.

Fred Black also played an important role in Ford public relations history. He served as a reporter on the Independent from 1919 to 1927 and as head of advertising from 1927 to 1933. In the latter year he was placed in charge of the company's exhibit at the Chicago World's Fair. The Chicago display, as were Ford exhibits in subsequent fairs in San Diego, Dallas, Cleveland, San Francisco, and New York, was built around two Henry Ford fundamentals: show people how Ford operated and provide plenty of resting space. Black's chief efforts were concentrated at the New York World's Fair of 1939-40. There, under George Pierrot, ex-managing editor of the American Boy, he set up a press department manned by 19 men.

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35Cameron, Reminiscences, p. 249.


39Ibid., p. 206.
Early during World War II, Ford had virtually no public relations policy or staff. To offset this deficiency and particularly to correct public misconceptions about the Willow Run bomber plant, Steve Hannagan's publicity agency was retained. This firm remained with Ford only one year; however, John Thompson, a Hannagan account executive, became the company's first director of public relations in 1943. Under his direction, news bureaus were established at Willow Run and in Dearborn. Thompson resigned in 1945, shortly before Henry Ford II became president of the company.

In the autumn of 1945, Mr. Ford retained Elmo Roper, a New York marketing consultant and public opinion analyst, to conduct employee and public opinion surveys and marketing research. Between 1945 and 1951, employees in each of the company's 19 assembly plants were surveyed. Roper's services with Ford were discontinued in 1953.

One of the most significant events in Ford public relations history occurred in early 1946, when the New York counseling firm, Earl Newsom & Company, was retained (largely on the basis of Roper's recommendation to Henry Ford II) by the company. Ford, beginning its huge post-war reorganization, specifically asked Newsom to assist with the realignment of salaried personnel, labor contracts, governmental

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43 Interview with Robert O. Dunn (manager, research and information services, Ford Motor Company), August 3, 1955.
relations, speeches, and above all, the formation of public relations policies. In the latter connection, one of the counseling firm's first tasks (in conjunction with Roper) was "to find out what was good and bad about Ford from the public point of view and to do something about it." A first step involved the public relations indoctrination--through intra-company meetings and training literature--of the new Ford management team. Within eighteen months, the public relations department, guided by the Newsom firm, established a community relations department and was given jurisdiction over the special events and photographic departments, plant newspapers, and external publications. Earl Newsom served as his firm's Ford account executive from 1945 to 1947; this responsibility was delegated to W.H. (Ping) Ferry in 1948, to Lynn Mahan in 1949, and to Charles F. Moore, Jr., from 1950 to 1952.

Meanwhile, three men had been serving as the company's chief public relations officer: William D. Kennedy, an assistant to the president, from September, 1946 to March, 1947; James W. Irwin, assistant to the president and director of public relations, from March, 1947 to November, 1947; and Charles Carll, acting director of public relations from early 1945 to September, 1946 and director of public relations from November, 1947 to April, 1952. During Carll's second administration, public

44Interview with Frederic W. Fairfield (assistant manager, stockholder relations, Ford Motor Company), August 3, 1955.
47Fairfield interview, August 3, 1955.
48Dunn interview, August 3, 1955.
relations field offices were set up in New York, Washington, Cleveland, Chicago, Kansas City, and Los Angeles, divisional public relations staffs were organized, plant newspapers were transferred to Industrial Relations, and external publications were transferred to Sales Publications.49

Carll was succeeded in 1952 by Charles F. Moore, Jr., who in addition to being named head of public relations, became the first public relations official to be seated on Ford's administration committee--the company's top operating body. Under Moore speech services, educational relations, motion pictures, publications, and display departments have been established; civic affairs, institutional advertising, and archival activities have become a part of the public relations function. New field offices have been set up in Boston, Philadelphia, Atlanta, Dallas, and San Francisco and divisional public relations staff have been tripled in size. Today the Ford public relations component ranks in size as one of the two or three largest in the nation.

In contrast to Ford, which formally organized its public relations activities only within the past decade, General Motors Corporation has had a well-defined public relations philosophy and department since 1931. Founder and still head of the department is Paul Garrett, who in 1940 was promoted to vice president in charge of public relations, the first such appointment by a large industrial concern.50

Before joining General Motors, Garrett was a financial specialist on the old New York Evening Post. It was in this position that he came


in contact with General Motors executives who offered him their company's public relations post.51 Within four years, he was earning $26,732, plus bonus, at that time the second highest salary paid by business and industry to a public relations executive. (Cameron made $23,223; Arthur Page of A.T. & T., $49,500; Carlisle MacDonald of U.S. Steel, $25,000, and Verne Burnett of General Foods, $18,000 at this time.)52 In 1938, he delivered before the American Association of Advertising Agencies one of the more significant speeches ever given on public relations—certainly one of the most quoted.53 This address, "Public Relations—Industry's No. 1 Job," synthesised the Garrett public relations philosophy. During the past 17 years this philosophy, while not altogether original with Garrett, has received very wide acceptance by the profession.

"Public relations," to Garrett in 1938 was "a fundamental attitude of mind—a philosophy of management—which deliberately and with enlightened selfishness places the broad interest of the customer first in every decision affecting the operation of the business...

It is not a specialized activity like production, engineering, finance, sales. It is rather something that cuts through all these as the theme for each. It is an operating philosophy that management must seek to apply in everything it does and says. It is the philosophy of saying sincerely things people like—and saying them the way they like. It


is more. It is the philosophy of doing things people like. And...the doing is more important than the saying.”

In the same speech, Garrett spoke of the challenge of free enterprise, of the need to build good public relations from the inside out, of the necessity for two-way channels of communication, and of living right and making sure that people are aware of the fact.54 These basic points continue to form the ground rules for public relations as we know it today. (General Motors, recognizing this, still makes available reprints of this address.)

Garrett's intelligent public relations policies found full expression at General Motors. By 1939 his staff of fifty, operating with a budget in excess of $2,000,000, was engaged in a multitude of functions, including preparation of the annual report, handling of institutional advertising, production of newsreels for General Motors employees and other shorts for the general public, and preparation and distribution of tens of thousands of handsome educational booklets. The department also dictated editorial policy for thirty-six divisional and plant publications, published a companywide magazine, GM Folks, and carried on a voluminous correspondence with the public. In addition, public relations operated the Parade of Progress, the pre-war edition of Motorama.

At the same time Garrett was encouraging divisional and plant managers to start public relations programs on their own budgets.

54Paul Garrett, "Public Relations--Industry's No. 1 Job" (Speech given before the American Association of Advertising Agencies, White Sulphur Springs, West Virginia, April 22, 1938).
During the 1930's, approximately forty plant-city publications programs had been set up in accordance with general policies outlined by Garrett and his staff.55

Indicative of the latitude given the divisions, public relations heads reported variously to a general manager, an advertising agency, an assistant to the general manager, a plant public relations committee, a personnel manager, a sales manager, an advertising manager, and a merchandise manager.56 Also, not administered by Garrett, but certainly tinged with his policies were such General Motors activities as the Dealer Council, GM-Cornell World Price Index, and the GM Institute, a technical school in Flint.57

During World War II, General Motors possibly was the nation's largest institutional advertiser, substantiating Garrett's belief that "institutional advertising is indispensable in our public relations activity."58

In the post-war era, General Motors expanded its public relations activities until, by 1952, the department employed 185 persons and spent an estimated $7,000,000. Its major activities included press and radio relations; newspaper, magazine, and radio advertising; public relations booklet production and distribution; motion and slide film production and distribution; scheduling of speaking engagements for


57 "General Motors IV," op. cit., p. 150.

58 Broughton, op. cit., p. 206.
executives; educational relations; shareholder relations; research; a library; governmental relations; twelve regional public relations offices; forty-one plant city committees; sixty-four GM monthly clubs; 190 GM quarterly clubs; dealer community relations chairmen in all communities of 10,000 population or more; sponsorship of the 4-H Club farm and home safety programs, the Parade of Progress, Previews of Progress, a network news commentator, and the Better Highways Awards contest.

Public relations policy was set by a Public Relations Policy Group, headed by Garrett and composed of the corporation president and 16 top officials. In addition to the top policy group, the department had a Planning Committee, made up of the heads of major activities in the department, plus a series of sub-committees, including the areas of press, field relations, advertising and radio, institutional material, editorial policy, (shareholder relations) and business management.59

Chrysler Corporation's public relations history is, in two basic areas, similar to that of Ford Motor Company. Both firms were endowed with "unique personalities, Walter Chrysler and Henry Ford, whose very characters were for years the main factors in the public relations of their companies."60 Also, both companies carried on public relations activities many years prior to the formal establishment of a public

59"The Public Relations Program of General Motors" (Unpublished report, prepared with the assistance of General Motors Corporation, by the Research department, Ford Motor Company, January 12, 1953).

relations department.

Walter Chrysler had "a feeling for public relations as natural as that of a born politician." When refused permission to show his newly built Chrysler in the New York automobile show of 1924, he rented the lobby of the Hotel Commodore and stole the show. In 1925 he retained Ivy Lee, whose successor firm, Ivy Lee and T.J. Ross, continues to counsel the corporation to this date. Lee's initial assignment was to publicize the new automobile, largely accomplished by publicity campaigns featuring Walter Chrysler's pronouncements, accompanied by advertising campaigns which also emphasized Mr. Chrysler's views. The counseling firm's second major assignment with Chrysler occurred in 1928, when the corporation sought to acquire Dodge Motor Company. In a successful bid to obtain approval of the sale by Dodge stockholders, T.J. Ross wrote Chrysler's first public relations booklet, "The Growth of Chrysler." Lee served as an ex-officio member of the corporation's 13-man Operations Committee from 1925 until his death in 1933. His seat on the Committee was assumed by the counseling firm's present senior partner, Ross, who continues to be a member of this management

61 Ibid., p. 87.
63 Memorandum from T.J. Ross (senior partner, Ivy Lee & T.J. Ross), to David L. Lewis, August 9, 1955.
64 Ibid., p. 33.
Lee and Ross, from approximately 1927 until 1937, operated almost solely in a policy making capacity, the men commuting to Detroit weekly from New York. Product publicity, general press relations, and a great variety of miscellaneous public relations activities were handled by representatives of advertising agencies retained by each of the divisions. Responsibility for the corporation's (as opposed to the divisions') public relations problems was not delegated to one man until 1937. That year, in connection with a sit-down strike, James W. Lee II, son of Ivy Lee and a partner in Ivy Lee & T.J. Ross, became resident counselor to Chrysler, a position he retains to this date.

During World War II, Chrysler's press relations suffered; from that time until the late 1940's the corporation had the reputation of being "a hardboiled, closemouthed outfit" with a public relations policy akin to "treat 'em rough and tell 'em nothing." This reputation in all probability was the result of a manpower deficiency--two men, James W. Lee II and Charles W. Craig (employed by the counseling firm in 1946)--trying to shoulder the public relations responsibilities posed by the post-war era. Specifically, these men handled corporation news releases

65Interview with James A. Baubie (manager, public relations services, Chrysler Corporation), August 4, 1955.

66Interview with Charles W. Craig (public relations manager, Plymouth division, Chrysler Corporation), August 5, 1955.


and press contacts, special events, speeches, press previews, booklets, employee and external booklets, stockholder relations, speeches, and public correspondence, plus "everything else that can be imagined."69

The situation was relieved in February, 1951, when James Cope, assistant to the president, was asked to establish a public relations department. Within a month, he had organized a staff consisting of a press relations man, field representative, community relations man, an administrative assistant, and two secretaries. The following year Cope was named vice president in charge of public relations.

A press information services department was established early in 1952, and has been expanded continuously since that time. A motion pictures and television section was formed in 1953 to handle movies, television clips, and radio tape—all institutional in nature. Special events also was organized in 1953, consisting of two general groupings: (1) merchandising shows, such as automobile exhibits and company auto press shows, (2) institutional events, such as science exhibits, flower shows, and management meetings. Speech services was formed in 1953; also community relations. The latter department also oversees educational relations. The branch and division operation, which now supervises public relations offices in New York, Los Angeles, and Indianapolis and serves a liaison function with divisional public relations men, is an extension of the one-man function set up in 1951. Advertising agency representatives continue to handle much of the automobile divisions' product publicity, though within the last year each of the four divisions has organized a

69Craig interview, August 5, 1955.
Nash-Kelvinator Corporation, merged with Hudson Motors in 1954 to form American Motors Corporation, obtained publicity service from outside sources prior to 1942. In the early thirties, Kelvinator had a staff publicity man working in the Sales Promotion department. A policy of "indirect selling" also was inaugurated by Edward L. Bernays, who set up the Temperature Research Foundation to collect and distribute information about the effect of heat and cold on foods and people. The Foundation was designed to increase public sentiment for a congressional appropriation to the Weather Bureau for a scientific study of long-range weather forecasting—which in turn was expected to increase refrigerator sales. Bernays also published two booklets for Kelvinator: Temperature Control Is Health Insurance and Lord Kelvin: Master of Heat and Cold. He also offered free recipes to housewives, a practice now standard among food and appliance companies.

After the merger of Nash and Kelvinator in 1936, publicity for the corporation was handled as a service of the company's advertising agency. Ted Little, now Campbell-Ewald chief, set up the first N-K public relations operation early in 1942, reporting directly to top management. Howard Hallas, now American Motors' director of public relations, also was hired from the advertising agency, where he had

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70Baubie interview, August 4, 1955.
71Hallas interview, May 16, 1955.
been handling Nash and Kelvinator publicity. The unusual circumstances of war threw the first emphasis on "institutional public relations," as opposed to the publicity approach. Little was succeeded in 1943 by Fred Black, formerly with Ford Motor Company. At that time, the staff consisted of Black and two associate directors. After the war, one associate assumed responsibility for Nash, while the other doubled with corporation problems and the appliance division. The staff of three handled a great variety of activities, from publicity to annual reports to community services. One staff assistant was added in 1946, another joined the staff in Wisconsin to handle plant city community problems. In 1948, with corporation work becoming increasingly heavy, another man was added to service Kelvinator exclusively. As responsibilities increased, particularly in the educational and community relations fields, the department steadily expanded. In 1950 a small West Coast agency was retained for specialization in the Pacific region. Hudson, meanwhile, developed along similar lines in theory, but operated largely with a one-man staff, leaning more on outside counsel for publicity. Dudley, Anderson & Yutzy was retained by Hudson shortly before the American Motors merger in 1954, and its services have been continued. Black first was named director of public relations for the corporation, then was appointed assistant to the president, to work in a highly specialized public relations area. Hallas was named director of public relations, also reporting to the president. A director of communication and management development, William McCaughey, was placed in charge of intensified activities in employee and executive communication, institutional and joint advertising, and special community
relations.73

Packard's public relations activities date back to 1927. For a number of years, they were largely confined to press relations, particularly with the firm's president, Alvin Macauley. This executive also served as president of the Automobile Manufacturer's Association and was the auto industry's official spokesman for many years. Apparently Macauley and his press relations staff handled their jobs well; he was the only motor maker who could make any statements for the industry without creating a controversy.74 Prior to 1950, Packard's product publicity was handled by the Marketing and Advertising department. That year, the advertising manager moved from Marketing to assume the dual title of advertising manager and director of public relations. In June, 1952 Advertising was placed under Sales and the director of public relations moved to a presidential staff basis.75

The Detroit & Canada Tunnel Corporation, which vests its public relations responsibilities in its general manager, has never established a public relations department; yet from November 3, 1930, when President Hoover pushed a button to open the tunnel, it has been very conscious of the motoring public. The corporation is chiefly concerned with employment of personnel who can meet the public favorably; employee communications, and the dissemination of financial information. In 1951 a publicity firm was retained to promote the tunnel. While adequate

75Interview with T.B. King (staff assistant to public relations director, Studebaker-Packard Corporation), May 11, 1955.
and favorable publicity resulted, the investment was not considered worthwhile by the corporation's board of directors—and the publicity firm's services were suspended.76

Public relations activities of the Detroit Hockey Club, Inc. (Detroit Red Wings) can be traced back to 1927, with the building of Olympia Stadium. Chief functions of the department, concern hockey promotional efforts and community and press relations.77

Manufacturers National Bank retained advertising and publicity counsel (J.L.S. Scrymgeour) the year it began business, 1933. In 1944 the relationship was severed and Edwin B. Wilson, a New York firm specializing in bank advertising was retained for both advertising and public relations counsel. Since 1944 A.P. Howell, vice president, has served a liaison function between the bank and counsel.78 The National Bank of Detroit employed Scrymgeour in 1931, primarily to deal with personnel training and orientate executive thinking to public relations.79 Bank of the Commonwealth started its public relations function in 1935, using its own personnel. Primary duties, then as today, involve customer relations.80 Public

76Interview with Fred C. Reece (general manager and treasurer, Detroit & Canada Tunnel Corporation), April 5, 1955.

77Preliminary public relations questionnaire completed and returned to writer by Fred A. Huber, Jr. (publicity director, Detroit Hockey Club, Inc.), April 5, 1955.

78Interview with A.P. Howell (vice president, Manufacturers National Bank), July 5, 1955.


80Interview with A.R. Blacklock (vice president, Bank of the Commonwealth), July 1, 1955.
relations has been a continuing program of the Detroit Bank since 1934. Activities were centered in the Personnel department until 1950, when a Personnel administration and public relations component was established.81

The Michigan Railroad Association in 1933 employed Robert H. Allie, a Detroit newsman who had been doing publicity work for the organization, to devote full attention to its problems. Allie particularly attempted to debunk fallacies which had grown up around railroads and land grants and sought to educate the public on the struggle between railroads and truckers.82

National Automotive Fibres, Inc. has delegated, since 1927, its public relations responsibilities to the director of industrial relations and the secretary-treasurer. Chief public relations concern of the firm has been and remains in the area of finance.83 Peninsular Metal Products Corporation, whose leading area of public relations involves labor relations, has delegated this duty to a personnel director since 1945. Between 1940 and 1945, labor and personnel matters were handled by the company's secretary, who usually channeled them to various department heads.84 Michigan Tool Company's advertising

81 Interview with William B. Hall (vice president, Detroit Bank), April 19, 1955.


84 Interview with Charles H. Wright (personnel director, Peninsular Metal Products Corporation), May 3, 1955.
agency has, since 1938, handled news releases and direct mail for the firm. The company three years ago inaugurated a scholarship program for sons and daughters of employees.85

Public relations was established as an administration function at Crowley, Milner & Company in 1943, under the direction of Mrs. Evelen Brannon. After drawing up the store's executive manual, which defined functions of divisions, departments, and executives, she helped establish the firm's Management and Operating Boards, serving as executive secretary of the management group. She also established and administered the store's cooperative education program, established and administered employee testing services, (discontinued in 1948) supervised social events, and maintained community contacts. When Mrs. Brannon left the store in 1947, her duties were apportioned among various divisions. There was no public relations title from 1947 to 1950. During that period, however, a Research department, headed by Mrs. Katherine Travis, checked advertising results, personnel practices and operations of the merchandising departments. Mrs. Travis became public relations director in 1950. Functions which had been dispersed to the divisions in 1947 were not returned to the public relations fold, the idea being to organize new activities. Among these was an employee publication, the Crowley Round-Up and establishment of a High School Board, Business Women's Board, and College Women's Board. Fashion activities became a

85Interview with W.H. Holt (treasurer, Michigan Tool Company), May 9, 1955.
public relations responsibility, as did the booking of speakers and auditorium events. Various of these functions (boards and employee magazine) since have been discontinued, though fashion shows and community contacts have grown greatly in volume. The present public relations director also is a member of the firm's board of directors. 86

Demery's, Inc. set up its advertising and publicity department in 1946, under the direction of Esther Wagner. Prior to that time, publicity was the responsibility of the store's advertising agency. In addition to the media work, Miss Wagner, who continues to head the department, has added contributions and customer grievances to her list of responsibilities. 87

Activities of a public relations nature started at J.L. Hudson Company in 1916, when J.B. Mills (publicity director until 1945) originated institutional advertising campaigns to recognize outstanding community endeavors. From 1923 until 1946, Reuben Ryding handled most of the store's institutional advertising. Ryding served as Hudson's assistant advertising manager from 1931-44, as advertising manager from 1944-47, and as publicity director from 1947-49. His public relations counseling firm has been retained by the store the past six years. Hudson's first full-time public relations man was George Whitney, who was hired in 1942 to assist the store's owners with their war-related civic duties. He was named public relations manager

86 Interview with Mrs. Katherine C. Travis (vice president, Crowley, Milner & Company), May 27, 1955.

87 Interview with Miss Esther Wagner (advertising and publicity director, Demery's, Inc.), July 5, 1955.
in 1948, serving in that position until 1950. Whitney's post is now held by E. Dawson Fisher, the store's special events manager. Fisher reports to Chess Lagomarsino, Jr., Hudson's public relations head. 88

The Detroit Edison Company's public information component was organized in 1945, to handle activities beyond the scope of customer relations, having been a unit of the president's staff previously. It originally was set up to handle public relations activities beyond the scope of customer relations. Included were press relations, corporate and public service advertising, and industry relations. In 1952 the operation became a department, reporting to a vice president. This year the department began reporting to the president through an assistant to the president. 89

Michigan Consolidated Gas Company retained public relations counsel in 1941 and set up a public relations department under William B. Hutchins in 1950. Prior to that year, public relations had been a responsibility of the sales manager, with little overall integration. 90

Limited publicity efforts and reports to stockholders were the extent of Burroughs Corporation's public related activities prior

88 Interview with Reuben Ryding (owner, Reuben Ryding, Public Relations Services), July 11, 1955.

89 Interview with George Tuttle (director of press information, Detroit Edison Company), April 18, 1955.

90 Interview with William B. Hutchins (director of public relations, Michigan Consolidated Gas Company), July 1, 1955.
to 1946. In October of that year, the corporation retained Ivy Lee & T.J. Ross. Account executives James W. Lee II and William A. Durbin (appointed July, 1947) largely defined the scope of public relations activity during the 1946-49 period, responding mostly to management attitudes but presenting a number of recommendations. Also during this time the company placed on its payroll an assistant to Durbin. The latter was invited to set up a department in March, 1950. Press relations were a function from the outset. An employee publication was started and guest relations added. During the past five years there has been sufficient growth in such areas as employee communications, development of speaking engagements, community and national affairs, and contributions to rank the public relations staff as one of the five largest in Detroit.91

The Budd Company, with headquarters in Philadelphia, formally assumed its Detroit public relations responsibilities in 1946. The office's public related responsibilities are chiefly in the area of press relations.92 The McLouth Steel Corporation also assumed public relations duties in 1948, and retained counsel in 1953. It envisions considerable growth in its public relations activities, particularly in the educational and recreational fields.93

Before retaining Ivy Lee & T.J. Ross in 1950, Federal-Mogul

91Interview with William A. Durbin (director of public relations, Burroughs Corporation), June 2, 1955.

92Interview with Carson M. Wallace (manager, automotive sales office, Budd Company), June 28, 1955.

93Interview with R.C. McLaughlin (assistant to president, McLouth Steel Corporation), June 27, 1955.
Corporation's public relations function was distributed among several departments. Publicity was a responsibility of the advertising manager; shareholder and financial community relations were handled by the advertising manager, secretary, and treasurer; employee relations were centered in the industrial relations department; customer relations were the responsibility of the Sales department, and community relations were handled by branch plant managers and personnel representatives. These functions were largely formalized and centralized under a public relations committee of top executives in 1951. Frank S. Churley served as secretary of this committee during its approximately two years of existence. At the end of this time, public relations policies and procedures, in reference to the above named and additional activities, had been established and were functioning.94

Public relations began at Hiram Walker & Sons, Ltd., in 1950 in the form of an employee communication center to interpret management policies to employees. External publicity demands and special assignments of a public relations nature required the services of a second staffer in 1951 and brought about the establishment of the Employee-Public Relations office. Responsibilities of the office have largely expanded along employee and press relations lines since 1951.95

The Square D Company retained public relations counsel from 1944 to 1947, discontinued such services between 1947 and 1949, but retained

94 Interview with Frank S. Churley (director of public relations, Federal-Mogul Corporation), May 9, 1955.

95 Interview with John D. Williams (director of public relations, Hiram Walker & Sons, Ltd.), April 6, 1955.
counsel again from 1949 to 1951. Specialists served the company on spot assignments until 1953. Don H. Jensen, formerly head of his own counseling firm in Stamford and a former Square D communications representative in New York, assumed the public relations directorship in June, 1954.96 Public relations responsibilities of American Blower Corporation were merged with advertising in 1952. Chief areas of activity are community and press relations. Counsel assists in the development of product publicity.97 Aurora Gasoline Company in 1951 established a public relations department, delegating to it those duties formally handled by the safety director and assistant to the vice president.98 Wyandotte Chemicals Corporation set up a Publications department in 1950 to handle employee publications, press releases, community relations, stockholder relations, and external correspondence.99 Detrex Corporation retained counsel and established a public relations department in 1952, to define the firm's public relations needs and develop favorable publicity.100 An Advertising and Public Relations

96Interview with Don H. Jensen (director of public relations, Square D Company), April 2, 1955.

97Interview with C.P. Shaw (advertising and public relations manager, American Blower Corporation), May 9, 1955.

98Interview with J.W. Shaw (director of public relations, Aurora Gasoline Company), March 20, 1955.

99Interview with Hugh Griffin (manager, publication, Wyandotte Chemical Corporation), June 29, 1955.

100Interview with A.W. Stoddard (director of public relations and advertising, Detrex Corporation), June 29, 1955.
department was established in 1953 at Brooks & Perkins, Inc. to care for external publications, direct mail, press relations, and advertising.\textsuperscript{101} Bohn Aluminum & Brass Corporation, whose president, S.D. Den Uyle, has advocated and practiced good public relations for many years, formally vested the public relations responsibility in James T. Maunders in 1953. Under Maunders, employee, community, and stockholder relations activities have been accelerated.\textsuperscript{102}

Parke, Davis & Company's public relations activities were handled by the Personnel department prior to 1950. In that year the company retained counsel and set up a department to meet the need for better handling of press relations, to centralize responsibilities, and to relieve top management of a portion of its burden.\textsuperscript{103} Great Lakes Steel Corporation established its public relations department in 1953, assuming responsibility for the plant paper, management bulletin, and community and educational relations.\textsuperscript{104} The Ferry-Morse Seed Company, seeking to become better known among the younger generation, retained counsel in 1954, primarily to develop corporate publicity and to gain recognition for its 100th anniversary next year.\textsuperscript{105}

\textsuperscript{101}Interview with Ralph G. Gillespie (advertising and public relations manager, Brooks & Perkins, Inc.), June 27, 1955.

\textsuperscript{102}Interview with James T. Maunders (director of public relations, Bohn Aluminum & Brass Corporation), April 4, 1955.

\textsuperscript{103}Interview with Ralph G. Sickels (director of advertising and public relations, Parke, Davis & Company), July 6, 1955.

\textsuperscript{104}Interview with Herbert K. Lewis (public relations director, Great Lakes Steel Corporation), June 30, 1955.

\textsuperscript{105}Interview with James W. Wilson (advertising manager, Ferry-Morse Seed Company), July 5, 1955.
Pfeiffer Brewing Company in 1953 transferred public relations responsibilities from the advertising and sales managers to a newly-established public relations department, headed by Ward Schultz, assistant to the president.106

Increasing awareness of the need for improved public relationships has resulted in the centralization of the public relations function in numerous other companies. Industrial relations, personnel, advertising, sales, and management executives coordinate the activities in some of these firms; others appear to be moving toward formal recognition of public relations as a distinct entity.

106 Interview with Ward Schultz (assistant to the president in charge of public relations, Pfeiffer Brewing Company), March 19, 1955.
CASE STUDY NO. 1

Company: Manufacturer of industrial goods

Size of PR Department: One man, one female assistant

Year Department Established: 1950

Position and Organization of PR Department Within Company:

DPR reports to vice president-industrial relations, but works closely with and receives many direct assignments from president; second person in department is female editor-secretary.

Relationship of PR with Other Departments of Company

Advertising - company maintains two separate advertising departments; public relations is responsible for institutional ads and directory listings.

Sales - PR occasionally sits in on Sales meetings, and works closely with Sales in gauging effects of publicity on customers.

Legal - PR counsels Legal for advice on occasion, particularly interpretation of legal matters which may have a bearing on public relations.

Industrial relations - DPR works closely with this department in realm of employee communications.

Finance - PR works closely with Finance on annual reports, financial publicity, shareholder relations, etc.

Purpose for Which Company Has a PR Department (according to policy statement)

(1) To deserve and to achieve a reputation as a company which is:

a. Courteous and friendly
b. Alert, aggressive, and efficient
c. Eminently fair and conscious of its responsibilities to customers, vendors, employees, stockholders, the communities in which its plants are located and the general public.
To establish, throughout the corporate organization, a wide-spread awareness of the importance and cumulative effects of corporation-wide and individual policies and actions on the public's attitude toward the company.

(3) To make use of every legitimate opportunity for constructive publicity and communication.

Objectives of Company's PR Department (according to DPR)

Make the company better known among the general public and financial community, maintain good community relations, particularly in smaller plant cities, and assist in maintaining good employee relations through communications.

Job Analysis - Head of PR Department

Title: Public relations director
Age: 34
Sex: Male
Year Became Director: 1950
Education: High school, plus special university courses in writing, psychology, advertising, accountancy, editing.

Previous Experience: Nine years as apprentice and office worker with automotive concern; 10 years in industrial relations as statistician, editor, communications specialist, and executive assistant to industrial relations director.

Talents, Traits, Experiences DPR Thinks Valuable in Job:

Thorough knowledge of company operations and policies, ability to express ideas clearly in writing, ability to work well with other departments.

Analysis of DPR's Job:

1. Publicity and institutional advertising: prepares, writes and obtains clearance when necessary on all publicity and institutional ads; also assists publications writers requiring special material.

2. Shareholders and financial institutions: prepares story quarterly for dividend enclosure to shareholders, sometimes
assists in preparation of material for replies to special shareholder inquiries. Prepares and checks data for financial registers, serves as secretary to annual report committee, assists with preparations for company appearances before financial groups.

3. Employee communications: supervises publications of employee newspaper, handles suggestion system promotion, assists with preparation of letters to employees, prepares handbooks, advises on local plant communications programs.

4. Miscellaneous: arranges program for visits by students and educators, functions as secretary to contributions committee, arranges for company representations at dinners and special events, represents company or acts as liaison on fund drives, youth programs, etc.; photographer for special events.

Percentage of Company's Operating Budget Spent on Public Relations

Less than one-tenth of one per cent of total annual expenditures (including salaries), or approximately 2.5 per cent of administrative budget.

Relationship to Outside Public Relations Counsel

DPR works closely with counsel on all matters other than routine. Chief advantage of retaining counsel, according to DPR, is that the company benefits from the broad public relations experience of counsel, particularly with respect to policy formulation and treatment of publicity and matters which will come to the attention of the general public.

Research Activities and Projects

Readership studies have been conducted, with reference to the company employee publications.

Training of New Personnel

Only turnover in department since its formation has involved secretary-editor. Trained journalists are hired for this position; only additional training required involves familiarizing with company and assistance in adopting journalistic skills to company needs.
Media Analysis

Newspapers - news releases are sent to Detroit and New York papers, financial papers, plant city papers, and wire services.

Magazines - a few business magazines receive tailored releases. Most releases are sent to an extensive list of automotive trade journals. DPR also assists magazines in obtaining special material.

Employee publications - a direct responsibility of PR.

Radio and television - seldom sent news releases.

Direct mail - PR sends annual reports to large number of persons outside company as well as shareholders and employees. Brochures and other literature occasionally sent to financial analysts, shareholders, other interested parties.

Speeches - DPR assists executives with speeches before financial, educational, community, and other groups. There is no aggressive program for seeking out speaking engagements.

Publics (listed in order of effort and attention given by PR department, and not necessarily in order of importance to company)

1. Employees
2. Shareholders
3. Plant and branch communities
4. General public
5. Financial groups and investment public
6. Related industry
7. Church and school groups
8. Customers
9. Suppliers
10. Youth groups
11. Government

Special Events

Exhibits and displays - PR maintains permanent lobby displays; assists with materials and ideas for branch communities' displays; arranges tie-in displays with suppliers.

Tours - PR arranges plant tours for educators and students, salesmen,
and board of directors.

Open house - responsibility of respective plants, but PR assists with publicity and displays.

Movies - occasionally schedule special films for employee showings.

Convention representation - DPR frequently attends or arranges for company representation at local dinner meetings and similar programs.

Future of Department

There are no plans for expansion of personnel. A broader shareholder relations program and an expanded employee communications program are contemplated; the DPR hopes to give greater attention to trade journal publicity and branch community relations.
CASE STUDY NO. 2

Company: Utility

Size of PR Department: Seventy full-time persons; 50 professionals

Year Department Established: 1921

Position and Organization of PR Department Within Company:

Vice president in charge of public relations reports to president; two assistant vice presidents report to the vice president and direct the activities of the six principal sections. The sections are: (1) General Public Relations, which is responsible for surveys, photography, art, production, staff functions, programs and budgets, and merchandising activities, (2) General Advertising, responsible for newspapers, radio, TV, outdoor and transportation advertising, posters, direct mail, agency contacts, and bill inserts, (3) Customer Relations, responsible for lectures, demonstrations, open houses, civic activities, contributions, slide films and motion pictures, memberships, and displays and exhibits, (4) General Information, responsible for newspaper, radio, TV, and magazine releases, monthly bill inserts, public booklets, annual report, daily news digest, newspaper clippings, and public statements, (5) Employee Information, responsible for employee booklets, information bulletins, magazines, development and testing in communicating ideas, (6) Special Groups.

Relationship of PR with Other Departments of Company

Advertising - company's general advertising is responsibility of advertising section of PR department.

Sales - PR provides advertising and sales promotion assistance.

Legal - PR assists in preparation of legal advertising and in preparation of rate hearing exhibits.

Industrial Relations - PR assists in preparation of information bulletins and reports pertaining to industrial relations.

Personnel - PR provides advertising and promotional material for recruiting program; provides writing and production skills for preparation of internal communications media.

Purchasing - not a staff department; however, public relations tells the important part which purchasing plays in
the local community and the state.

Finance - PR assists in preparation of financial information for the public, regulatory bodies, and employees.

Merchandising - PR assists in research and promotional projects.

Treasurer and Business Research - PR assists in research and study activities.

Secretary - PR prepares the company's annual report.

Purpose for Which Company Has a PR Department (according to DPR)

To assist the company to earn and keep the highest possible degree of favorable public opinion. Attainment is dependent upon: providing a service or product that is pleasing to the public, providing a price that the public thinks is reasonable, obtaining a reputation for being a good employer, and obtaining a reputation for being a good corporate citizen.

Job Analysis - Head of PR Department

Title: Vice president, revenues and public relations

Age: 49

Sex: Male

Year Became Vice President: 1940

Education: A.B., liberal arts

Previous Experience: Assistant advertising manager, same company; general sales manager, same company; division commercial superintendent, business operations, same company.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Capacity for broad and co-ordinated public relations thinking, planning, and action. A thorough understanding of people and ability to select the right people for the right jobs in the organization.

Analysis of DPR's Job: Assists the president in carrying out the policy of the company; provides public relations leadership, counsel, and assistance to the entire company in---effective employee and public information programs about the
business and effective public relations activities at the community level; assumes responsibility for seeing that public attitudes toward the company are good.

**Percentage of Company's Operating Budget Spent on Public Relations**

According to DPR, public relations budget is very small, if compared to other large companies. Also, it is difficult to separate the public relations budget from other expenditures; too, many public relations activities are implemented by operating people in day to day jobs. Roughly, the public relations budget may be said to be nine-tenths of one per cent of total sales; this includes all advertising (which is handled by PR department). Advertising, in turn, devotes half its funds to service or product advertising; the remainder is institutional in nature.

**Relationship to Outside Public Relations Counsel**

Department retains services of advertising agency for assistance in preparing advertisements.

**Research Activities and Projects**

Research rates an important place in the department. During the past three years, the department has conducted (1) semi-annual surveys on "trends of customer opinion," (2) special surveys or research studies on (a) use of the company's service, (b) a transmission survey, (c) a merchandising survey, and (d) miscellaneous surveys of lesser importance. It also has conducted pre-tests for advertisements and special interviews. Findings of the various studies were analyzed and distributed to all departments within the company; the department believes they helped correct service weak spots. Also, the findings have guided preparation of most (instructional and promotional) public relations and employee media.

**Training of New Personnel**

A. Formal training includes:

Introduction to all public relations co-workers and co-ordinates in other departments whom employee needs to know in his work; explanation of duties, working methods, pay rates, holidays, vacations, benefit and pension plan, company policy, and reasons for them; explanation of responsibilities of public relations department; furnishing written material on policy and general information
about the company, such as result reports; assigning employee to various public relations sections for one-month intervals; participation in interdepartmental training program; attendance at "Human Relations in Supervision" sessions; attendance at "Discussion Leadership" sessions.

B. Informal training includes:

Assignment to selected projects for experience; assistance from all supervisors in the department in day to day contacts with employee.

C. Special note (by DPR)

"It should be mentioned that selection of new personnel is an important responsibility of the public relations head---at least as important as training. The company looks for hard workers, persons of good mental and physical health who display enthusiasm and conviction, integrity, character, intellectual honesty, intelligence and good judgment, strong economic sense, and ability and courage to act and then follow through.

"Public relations particularly seeks persons with ability to interpret policy, objectives and practices in terms of public and employee points of view. He should have the necessary creative skills and ability to communicate in written and oral form; an ability to sense and foresee public opinion, and have a reasonable future potential within the business. Further, a sense of showmanship is helpful."

Media Analysis

Newspapers - PR sends press releases (and advertising prepared by the department) to this media.

Trade papers - receive a limited amount of feature stories and advertising.

Employee publications - PR prepares management letters, monthly magazine, bulletins, booklet racks, and annual report.

Radio - PR services this media with news releases and spot (advertising) commercials.

Television - PR prepares regular programs; sends movies, stills, and news releases to newscasters; furnishes spot
commercials, and handles personal appearances of employees.

Direct mail - PR prepares instructional and promotional materials for this purpose.

Personal speaking engagements - PR staff gives talks, lecture demonstrations, and film showings before business, social, educational, and religious groups.

Other - planned interviews, displays, exhibits, open house, central office visits, and merchandising shows arranged by PR.

Publics (ranked in order of importance by DFR)
1. Employees
2. Customers
3. Government
4. Educators
5. Clergy
6. Clubs and organizations
7. Racial groups
8. Investors

Special Events
Exhibits and displays - PR sets up exhibits at fairs and trade shows.

Tours - central office visits.

Open house - family nights.

Movies - film library for public and employee use.

Special programs - customer usage training programs, merchandising shows, and business-industry-education programs.

Other - monthly bill inserts.

Future of Department
Future growth is anticipated; details have not been formulated.
Case Study No. 3

Company: Seller of consumer goods

Size of PR Department: Three staff members, one assistant

Year Department Established: 1943

Position and Organization of PR Department Within Company:

The vice president in charge of public relations, a member of the company's board of directors, reports to the executive vice president and general manager. Responsible to the vice president are a teen coordinator, general assistant, and a secretary.

Relationship of PR with Other Departments of Company

Advertising - PR calls on Advertising to prepare ad copy, publicity, and printed materials in connection with certain special events and fashion shows. In other cases, PR prepares own copy.

Sales - occasionally, PR prepares meetings designed to supply employees with background necessary for good salesmanship.

Personnel - DPR holds induction interviews with new executives.

Purchasing - this department directs company's print shop; therefore it prints form letters and other printed materials, purchase of mailing lists, and placement of printing with outside firms. It also obtains supplies needed for special PR events.

Finance - PR helps review requests for donations from charitable and educational institutions.

Other - PR lends sympathetic ear to customers who refuse to accept decision of Adjustment department.

Purpose for Which Company Has a PR Department (according to DPR)

To establish goodwill with all of the company's publics—employees, customers, and community groups. Stockholder relations is considered of lesser importance, inasmuch as the company is family owned.
Objectives of Company's PR Department (according to DPR)

To gain ever increasing community acceptance and prestige; to make employees and customers feel "at home;" to spread favorable talk in schools, clubs, churches, and other organizations; generally, to insure that company activities will result in the good will of the public.

Job Analysis - Head of PR Department

Title: Vice president

Age: 57

Sex: Female

Year Became Director: 1950

Education: A.B., English, including journalism; minors in music and language.

Previous Experience: Theatrical work in New York, 1933-35; advertising copywriter, present company, 1935; writer and director of radio program, 1936-38; assistant to merchandise manager, 1938; personnel director, 1938-40; personnel director, exclusive New York store, 1940; advertising and publicity, chain variety store, 1943-46; volunteer work for U.S. Army in Germany, 1947; research director of present company, 1947-50; public relations director, 1950-55; named vice president, 1955.

Talents, Traits, Experiences DPR Thinks Valuable in Job:

Ability to write; training in journalism; theatrical experience; sufficient scientific training to have a scientific approach to research; three years' research experience; interest in, and study of, psychology; experience in all divisions of company; (except finance, which was studied formally) wide acquaintance-ship in city.

Analysis of DPR's Job:

To operate in an advisory capacity in any area affecting good will and the favorable opinion of all publics; to administrate in the area of special events, i.e. school and club contacts and activities, auditorium events, fashion shows; to assist in the formation of company policy; to (1) handle requests for speakers, (2) handle requests for use of auditorium, (3) arrange women's club contacts and activities, (4) arrange school
contacts, (5) supervise teen activities, (6) arrange fashion shows, (7) consider large donations to charitable institutions, (8) handle special events and publicity emanating from them, (9) collect lists for direct mail, (10) maintain contacts with community groups, (11) represent company at luncheons, dinners, etc.

Percentage of Company's Operating Budget Spent on Public Relations

.0046 per cent.

Training of New Personnel

Handled by Training department.

Media Analysis

Newspapers - PR places publicity and advertising in conjunction with special events.

Magazines - PR prepares copy for trade journals upon request.

Employee publications - temporarily discontinued.

Television - woman's program carries announcements of special events.

Direct mail - heavy use of media for special and fashion events, other PR activities.

Speeches - principally booked for school groups.

Publics (ranked in order of importance by DPR)

1. Customers
2. Women's club groups
3. Schools and high school students
4. College students
5. Employees
6. Service, charitable, and religious groups
7. Stockholders
8. Press

Special Events

Exhibits and displays - PR handles certain exhibits, and is
charged with loan of merchandise for schools displays.

Open house - PR handles on certain major occasions.

Movies - occasionally shown to school groups.

Special programs - many handled by PR, including functions for women, children, clubs, college counselors, teachers, teenagers, etc.

Future of Department

Activities are now under appraisal. DPR recommending less activity in fashion show field; more attention to internal matters, and a return to research as a basis for programming.
CASE STUDY NO. 4

Company: Manufacturer of industrial goods

Size of PR Department: Twenty-one full-time persons; 14 professionals

Year Department Established: 1950

Position and Organization of PR Department Within Company:

DP.R reports to the executive vice president, but maintains close, informal relationship with president. Division is broken into two parts: Department of Public Affairs and Department of Communications and Publicity. Public Affairs is primarily concerned with policy formation; it also handles public statements and addresses by company officers and is responsible for research and planning, financial public relations, community relations, guest relations, and staff work on national affairs in which the president is interested. Communications and Publicity, though necessarily concerned with certain formation of certain policies, primarily handles the company's press relations and employee publications. Visual communications, including both still and movie photography, comes under Communications and Publicity; production work on the annual report and special publications also is done by this department.

Relationship of PR with Other Departments of Company

Advertising - PR handles publicity and advertising in the introduction of a new product; then Advertising (Sales activity) assumes responsibility. Most relationships between PR and Advertising are informal and include a wide variety of tie-ins. DPR feels the state of affairs sometimes is confusing to media.

Legal - while there is no formal clearance procedure, both Legal and PR take advantage of the other's services in such areas as patents on new products, anti-trust regulations, etc.

Industrial relations - PR works closely with this department, especially in employee communications, i.e. plant papers, employee letters.

Finance - PR works on a horizontal level with this department in the preparation of the quarterly and annual reports, public statements on finance, and shaping of financial policies.
Purpose for Which Company Has a PR Department (according to policy statement)

To advise the president and other company officers on policies and practices which affect the company's relationships with all segments of the public; to develop within the company and within all segments of the public an atmosphere favorable to the welfare of the corporation; to develop public relations programs and procedures.

Job Analysis - Head of PR Department

Title: Director of public relations

Age: 39

Sex: Male

Year Became Director: 1950

Education: B.A., L.L.B., major in history and law, minor in philosophy.

Previous Experience: Four years with F.B.I. (two years of public relations activity); 18 months as university director of public relations; three years with New York public relations consultant; present position since 1950.

Talent, Traits, Experiences, DPR Thinks Valuable in Job:

College education; mature judgment; broad knowledge of current political, social and economic trends; thorough familiarity with communication techniques and skill in oral and written expression; FBI and administrative experience; experience with human relations.

Analysis of DPR's Job:

Advises and assists in formulation of public relations policies; assists and guides activities in their public relations programs; develops specific programs in detail and executes or collaborates in carrying them out; influences attitudes within the company along sound public relations principles and standards; prepares or receives and reviews for approval all publicity material on corporate activities (except that dealing with established products); establishes and maintains contacts outside the company in such areas as the public press, organizations working nationally and locally for objectives favorable to the corporation; prepares, with the concurrence of the president and appropriate
activity heads, various communications having a public relations impact and which are not the specific responsibility of an activity; writes or revises public statements for top executives; conducts necessary research and develops policy themes in relation to public affairs for management approval; and advises and assists in the development of stockholder relations policy and prepares stockholder communications; edits and produces employee publications and assists in special employee communications, as requested; directs contributions committee as chairman, and provides staff assistance for committee; audits public attitudes toward the corporation; selects and develops required fact-finding and research processes.

Percentage of Company's Operating Budget Spent on Public Relations

.00106 per cent.

Relationship to Outside Public Relations Counsel

None at present (counsel discontinued in 1951, a year after PR division established) but on occasion a person is brought in to perform specific tasks.

Research Activities and Projects

PR has audited its own employee communications and stockholder communications efforts; no serious problems revealed, but DPR thinks that such research tends to keep department from becoming complacent.

Training of New Personnel

DPR usually hires experienced men, then supervises them closely at outset. Early assignments are designed to orientate employee with the company; most training however, is of on-the-job type; some deviation from this policy (hiring of younger men) is being considered.

Media Analysis

Newspapers - PR services papers on nationwide basis with corporation and new product news.

Magazines - Department maintains numerous lists, totaling about 1,000 publications; broken down geographically, according to class.
Employee publications - a direct responsibility of the PR department.

Radio and television - PR has given relatively little attention to these media (a few tapes and clips) but recognizes the possibilities and may expand.

Direct mail - used on occasion, particularly in the introduction of a new product.

Speeches - PR screens and writes for president, using considerable initiative in preparation; personnel who give speeches are supposed to keep PR informed, but policy is not strictly enforced; there is no formal clearance procedure.

Publics (not ranked in order of importance by DPR)

Customers, stockholders, educators, opinion leaders, general public, employees.

Special Events

Exhibits and displays - PR handles some exhibits, but only upon request and when there is considerable pressure to do so.

Tours - PR furnishes a tour leader; other departments also have trained guides.

Open house - PR has developed a manual for branch managers, in connection with the opening of new branch facilities; PR also sends a staffer to the field to assist in the entertainment of community leaders and the dedication ceremony.

Movies - PR prepares both slide and moving films; mostly for intracorporation use; plans are being formed to produce a film or two for general public relations use.

Representation at conventions - company generally favorable to membership in professional and trade associations; PR analyzes department memberships and makes recommendations for increased or decreased participation.
Future of Department

Department is expected to gradually enlarge, though there are no immediate plans for expansion.
CASE STUDY NO. 5

Company: Manufacturer of industrial goods

Size of PR Department: One man, one secretary

Year Department Established: 1953

Position and Organization of PR Department Within Company:

DPR reports to the president.

Relationship of PR with Other Departments of Company

Advertising - DPR maintains close relationship with Advertising department and agency; Advertising assists PR in carrying out institutional advertising programs.

Sales - DPR works with this department in setting up booth space at exhibitions; Advertising department prepares exhibit.

Legal - this department sometimes clears materials written by DPR.

Industrial relations - DPR does some writing for this department, also helps form employee relations policies and assists in plant open houses.

Finance - DPR assists in editing of annual report (put out by the secretary) and distributes it to the press, financial writers, schools and colleges, etc.

Purpose for Which Company Has a PR Department (according to DPR)

To make the company a good citizen in every community in which it operates; and to convey this knowledge to the publics with which the company is concerned.

Objectives of Company's PR Department (according to DPR)

To associate the company with worthwhile projects and activities, so that the favorable attention that comes to the project or activity will benefit the company as a matter of course.

Job Analysis - Head of PR Department

Title: Director of public relations
Age: 34
Sex: Male
Year Became Director: 1953
Education: A.B., with a major in English, minor in science.
Previous Experience: Thirty-eight months in auto industry assembler; product control department of national rubber company; assistant secretary, metropolitan Chamber of Commerce organization, 1948-53; present position since 1953.

Talents, Traits, Experiences, DFR Thinks Valuable in Job:

Ability to write; an interest in people and ability to get along with people; ability to analyze, evaluate, and report; experience of working with a broad cross-section of the public on a number of jobs, many of which had no bearing on public relations; appreciation of both labor and management viewpoint.

Analysis of DFR's Job:

Serves as secretary of company's charitable trust organization, and as such, investigates requests for assistance and makes recommendations to trust committee; writes and distributes press releases; prepares articles on company products and new work methods for trade publications; edits technical materials written for publication by other staffs; evaluates professional memberships of staff personnel and makes membership recommendations; handles that portion of the president's correspondence which requires analysis or research; assists management personnel in finding resource materials for speeches and develops speech outlines; delivers speeches on occasion.

Research Activities and Projects

Company (through Industrial Relations with PR assistance on wording of questionnaire) has surveyed employees; findings were published for management consideration, resulting in several changes in personnel policy.

Media Analysis

Newspapers - since company does not manufacture an end product, there is little product publicity; PR concentrates on plant city newspapers as part of overall effort to build community relations.
Trade papers - DPR cooperates fully with trade press, which is alert and keeps in close touch with industry happenings.

Employee publications - "Letter from President" prepared by DPR, is sent employees when management wants to get specific message to employees.

Radio and television - company services these media chiefly in plant cities; especially with corporate announcements, news of promotions, etc.

Publics (ranked in order of importance by DPR)

(As they concern the DPR)

1. General
   a. Plant city
   b. Educational
2. Employees
3. Stockholder

(As they concern the company)

1. Stockholders
2. Employees
3. General

Special Events

Tours - PR handles on request; less than one such request per month.

Open house - PR, in conjunction with Industrial Relations and plant manager, holds open houses in nine plants for employee families; families see breadwinner on job; DPR feels that this project extremely worthwhile, particularly in terms of building an employee's pride in his job.

Future of Department

DPR feels that public relations will remain a one-man operation, unless an employee publication is established; in this event, the editor of such a publication probably would be responsible to the DPR.
CASE STUDY NO. 6

Company: Manufacturer of consumer goods

Size of PR Department: Five men, secretarial work handled by a secretarial pool

Year Department Established: 1950

Position and Organization of PR Department Within Company:

DPR reports to vice president. Staff includes DPR, his assistant, two photographers, and one artist.

Relationship of PR with Other Departments of Company

Advertising - PR releases information on brand promotions by the agencies (product publicity). PR also prepares all institutional ads.

Sales - PR prepares pamphlets on brands and company operation. Also sends all salesmen copies of employee newspaper.

Personnel - PR prepares employee handbook, communicates with employees with personalized poster program and announcements over public address system. PR edits employee newspaper; and with Personnel promotes safety, suggestion system, and plant clean-up.

Finance - PR prepares employee reports relating to pensions, insurance, etc.

Purpose for Which Company Has a PR Department (according to DPR)

To help the company uphold its obligations to its employees, consumers and stockholders. To truthfully indicate that the company is not merely a corporate structure, but a unit of people with a reputation for producing quality merchandise and who fulfill a definite service.

Objectives of Company's PR Department (according to DPR)

Currently the most important objective is the establishment of a public museum sponsored by the company.
Job Analysis - Head of PR Department

Title: Director of public relations

Age: 35

Sex: Male

Year Became Director: 1951

Education: Three years of college, with a major in journalism and a minor in economics.

Previous Experience: Three years as editor-manager of theatrical magazine; two years as a naval correspondent; four years as advertising assistant in auto industry; one year as employee communications specialist; five years in present position.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

"A vibrant interest in people and an effort to get the other person's viewpoint; enthusiasm in the job at hand and with the people on the job; writing and speaking abilities; ability to initiate ideas with sufficient skill and persuasion to convert ideas into results; a broad understanding of the tools of the profession such as typography, engraving, art, and color."

Analysis of DPR's Job:

Plans and supervises PR program; makes direct contact with top management on company policies and practices; plans format and subject matter of monthly employee newspaper; writes special articles for pamphlet distribution on company programs involving employee benefits; directs employee sports program of company teams in community as well as inter-company athletics; assists in preparation of news releases on all subjects except financial public relations; prepares annual budget for department; writes or directs preparation of employee booklets or pamphlets on company history; advises company on community sports participation, and civic projects; is responsible for some special projects of community nature; directs preparation of community relations ads; indirectly advises the employee's club; is promotor and curator of newly-organized public museum sponsored by the company.

Percentage of Company's Operating Budget Spent on Public Relations

About five-tenths of one per cent is spent by the public relations
department; however, Sales also spends money on public relations.

Relationship to Outside Public Relations Counsel

Company expects to contract outside PR counsel before end of 1955. DPR feels that the greatest single contribution that outside counsel can make is that it can often sell an idea originated by the PR department more easily than the PR department itself.

Research Activities and Projects

Outside counsel has conducted two employee opinion surveys to determine their attitudes toward company and its products. Surveys were two years apart, and findings helped implement corrective programs in certain critical fields.

Training of New Personnel

During first three weeks of employment, new personnel are introduced to top management and key persons with whom they will work. Also during this period they study corporate structure, company history, products, and personalities.

Media Analysis

Newspapers - PR sends new releases to approximately 70 daily newspapers.

Magazines - stories are given widest possible coverage in trade journals.

Employee publications - PR prepares monthly newspaper for its employees.

Radio - PR sends news releases.

Television - DPR invites stations to cover appropriate events.

Direct mail - used only rarely, because of the nature of the company's products.

Speeches - DPR speaks on company history; top management speakers write own talks.
Publics (ranked in order of importance by DPR)

1. Employees
2. Customers
3. Stockholders
4. Plant community
5. General public (on national scale)

Special Events

Exhibits and displays - PR assists civic groups in setting up displays; department is now setting up public museum, items from which may be loaned to other cities in the future.

Tours - PR aids Personnel in setting up plant tours; also provides photographic folder to persons who have completed plant tour.

Open house - conducted on a departmental basis at present; but PR intends to do more of this in the future.

Movies - slide film on company history is available to school and civic groups; are discussing with Sales wide usage of medium.

Special programs - PR sets up large annual hobby show for employees, and company sponsors softball and hockey team in city leagues.

Future of Department

Increased demands on department are expected to result in larger staff and an extension of the areas of responsibility.
CASE STUDY NO. 7

Company: Financial

Size of PR Function: Five full-time, 10 part-time employees

Year PR Activity Undertaken: 1934

Position and Organization of Department Within Company:

The vice president in charge of public relations (actual title, vice president, advertising and statistical) and the representative of outside public relations counsel both report directly to the president.

Relationship of PR with Other Departments of Company

Advertising - vice president and counsel handle approximately 60 per cent of creative work; agency then prepares ads and follows through with mechanical details.

Legal - this department screens press releases and other literature prepared by public relations.

Personnel - PR assists in planning contests and programs involving employees.

Financial - DPR and counsel prepare much of the copy for quarterly and annual reports.

Purpose for Which Company Has a PR Department (according to Counsel)

To present the services and the facilities of the bank to the businesses and the public at large in the best light possible and to establish its place in the community.

Objectives of Company's PR Department (according to Counsel)

Familiarizing as many people as possible with the services offered. Build up the impression in the minds of the public that this is a good company to deal with— that it offers helpful, useful services at competitive rates— that it possesses a sincere desire to serve.
Job Analysis - Head of PR Department

Title: Vice president, advertising and statistics

Age: 36

Sex: Male

Year Became Vice President: 1952

Education: Bachelor's degree in economics, with minor in education; attended two university summer sessions in field of specialization.

Previous Experience: Has worked in banks since 1937, with exception of 18 months with a utility; has been with present firm since 1946, a vice president since 1952.

Talents, Traits, Experiences, DFR Thinks Valuable in Job:

Training in economics and statistics; good command of language and ability to express oneself.

Analysis of DFR's Job:

Responsible for all of company's research, statistical, and insurance matters; handles special assignments given by president and board; has functional supervision over advertising and publicity, which in large part is handled by counsel.

Percentage of Company's Operating Budget Spent on Public Relations

One and three-fourths per cent, primarily involving advertising expenditures.

Relationship to Outside Public Relations Counsel

Counsel works very closely with chief executive officer of bank and vice president in charge of public relations. He attends officer meetings, and occasionally appears before the directors. Handles advertising and press releases. Has offices on company premises. It is felt that counsel is in a better position than bank personnel "to analyze the relationship of the bank's place in the community to other organizations and business firms in the community."
Research Activities and Projects

Department has surveyed the public on its downtown shopping habits and preferences on business hours. Has also surveyed employees on attitudes, and has had surveys conducted to determine audience reaction.

Training of New Personnel

As a matter of practice, only experienced company employees are brought into the department; therefore, there is no effort to indoctrinate or train departmental employees other than in routine aspects of their jobs.

Media Analysis

Newspapers - considered the bank's chief means of communication; presently receives largest advertising outlay, in addition to being supplied with news releases.

Magazines - PR department makes limited use of local club publications and business publications.

Employee publications - PR publishes bi-monthly house organ; supplements with employee bulletins.

Radio - bank sponsors daily morning newscasts.

Television - schedules evening spot station identification announcements.

Direct mail - sends special mailings to branch residential areas, executives of large business firms, customers; places inserts in outgoing mail, and sends special brochures occasionally. Also utilizes postage meter stamp.

Speeches - Officers are encouraged to join civic and social organizations and to make talks to these and to other organizations on all possible occasions on subjects relating to field.

Publics (ranked in order of importance by DPR)

1. General public
2. Businessmen
3. Employees
4. Stockholders
5. Competitors
Special Events

Exhibits and displays - sets up on company premises, at industrial and trade expositions, and at conventions.

Tours - arranges for businessmen and other special groups.

Open house - opens branches with such affairs.

Movies - makes films on money and banking available to groups upon request.

Exhibition and community room - located in downtown area; exhibition open to public without charge; meeting room available at no expense on reservation basis to interested groups.

Future of Department

Some expansion in personnel, but will likely continue similar activities.
CASE STUDY NO. 8

Company: Consumer service

Size of PR Department: Two staff members, one secretary

Year Department Established: 1952

Position and Organization of PR Department Within Company:

DPR reports to president. The PR department is composed of three sections: Editorial, Publicity, and Fraternal. Editorial supervises all editorial material emanating from the home office, including both external and internal publications. Publicity prepares news releases on both a local and international scale. Fraternal supervises the company's fraternal operations on an international and local level.

Relationship of PR with Other Departments of Company

Advertising - this is a function of the PR department; ad ideas largely originate in PR department before handling by agency.

Sales - PR assists in promotion of activities involving sales personnel.

Legal - PR seeks legal counsel on copy as required.

Personnel - PR assists Personnel in developing programs.

Purpose for Which the Company Has a PR Department (according to DPR)

To help identify the company, the nature of its business, and scope of its operations to the people who already are identified with it and to the general public.

Job Analysis - Head of PR Department

Title: Public relations director

Age: 36

Sex: Male

Year Became Director: 1952
Education: B.S., economics; minor in journalism and advertising.

Previous Experience: Editor and publisher of trade journal; executive secretary of accounting association; 18 years with present company, 12 years as head of an accounting department and three years in present capacity.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Possession of creative ability; ability to organize and develop ideas; ability to write.

Analysis of DPR's Job:

As an ex-officio member of the Board of Trustees, participates in the formation of company policy; creates operational policy of PR department; directs all editorial and fraternal activities; assists president with special activities.

Percentage of Company's Operating Budget Spent on Public Relations

Twelve per cent; includes advertising and publications.

Training of New Personnel

PR hires college graduates with training either in advertising, journalism, marketing, or economics. There is no formal training program.

Media Analysis

Newspapers, general magazines, and trade papers are sent periodic news releases and ads.

Employee publications - this is a function of the PR department and includes an internal magazine.

Radio and television - used occasionally for special advertising presentations.

Direct mail - used in connection with selling.

Speeches - Home office personnel available for this activity; DPR screens requests for top management speakers; often assigns speeches to top management.
Publics (ranked in order of importance by DPR)

1. Persons actively identified with company
   a. Actual members
   b. Home office employees
   c. Sales personnel
2. Potential members

Special Events

Exhibits and displays - PR participates in advertising and fraternal association meetings.

Movies - PR acts as clearing house for requests from field... provides sources for films.

Future of Department

After officers of the company have been fully educated as to the importance of public relations, DPR believes that activities performed by other departments will be incorporated into the public relations department.
CASE STUDY NO. 9

Company: Manufacturer of consumer goods

Size of PR Department: Nine full-time staff members

Year Department Established: 1942

Position and Organization of PR Department Within Company:

DPR reports to the president; reporting to the DPR are three divisional directors of public relations (each with an assistant), a news manager, and a field man; also reporting to the DPR are outside general public relations counsel, financial counsel, and an outside west coast representative.

Relationship of PR with Other Departments of Company

Advertising - DPR sits in on agency meetings; handles the limited amount of institutional advertising; corrects trade paper ads.

Finance - PR handles annual report.

Other - "PR works directly and closely with every other department...as an independent department serving each of them as required by our public relations program or by the varying needs of the individual departments," according to DPR.

Purpose for Which Company Has a PR Department (according to DPR)

To aid in the formation and activating of sound public relations policies; to interpret the life of the corporation for the public it deals with; to serve other departments, with specialized skill and experience in communication; to lift a certain weight of public contact from the total burden of management.

Objectives of Company's PR Department (according to DPR)

"Our particular business lives very close to the customers, as well as close to its employees, associated business people, and the communities around it. For this reason, none of our business can be disassociated with public relations; companies farther from the public may often function adequately with public relations as a specialized operation; plainly, the president and chief officials of companies that do not deal
directly with the public, could have little to do with public relations or seek staff advice on occasion; in our company, it must embrace virtually everything we do...in effect...we must not only live right but seem also in the eyes of others to live right."

Job Analysis - Head of PR Department

Title: Director of public relations

Age: 44

Sex: Male

Year Became Director: 1955

Education: A.B., with major in literature, journalism, and advertising; minor in psychology.

Previous Experience: Newspaper and trade paper, 1933-38; agency publicity manager, present company, 1938-41; with public relations counsel, 1943-44; associate director of public relations, present company, 1944-1955.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Ability to grasp problems quickly, move with reason and logic; ability to communicate with careful and rapid skill; ability to get along amiably with a great variety of people; good taste and a high moral code; endurance; a very sharp respect for the opinions of others.

Analysis of DPR's Job:

"In a company of our size...we must cover with little opportunity for specialization, just about everything that could be called public relations and a good deal else. In our company, the director is less of an administrator than the chief professional working member of the operation," reports DPR.

Percentage of Company's Operating Budget Spent on Public Relations

8/10 of one per cent.
Relationship to Outside Public Relations Counsel

In addition to staff of nine, FR employs a specialist in financial reporting (stockholder reports, etc.); outside counsel has a staff man on hand; another agency provides west coast assistance; the ad agency retained by one of the division assigns a man to develop publicity within the division.

Functions Performed By Outside Counsel That Cannot Be Performed As Well By Company

Intimate day-to-day contact with top officials, with the consequent intimate and immediate knowledge of current actions and problems.

Research Activities and Projects

"As a department, we have engaged in very little research; we have two marketing and research departments reporting to sales and the company employs outside research counsel in public opinion, and our advertising agencies have conducted public reaction programs; we try to keep posted and erudite individually, but only fragments of our activity in the department could be dignified by the tab 'research,'" states DPR.

Training of New Personnel

Training is "entirely on the fly...we try to hire people with sufficient experience (usually newspaper) to indicate some proficiency at communication and work from there. We talk our new employees in the department to death on our background and our policies, introduce them around, and give them a shovel," states DPR.

Media Analysis

Department uses newspapers, magazines, trade papers, employee publications, radio, television, direct mail, and speeches for publicity and information purposes; also uses other means of communications, such as special exhibits; generally these media are used for publicity, as opposed to an institutional, approach.
Publics (ranked in order of importance by DPR)

1. General public
2. Dealers
3. Employees
4. Stockholders
5. Government
6. Education
7. Plant cities

Future of Department

PR is expected to grow approximately 50 per cent in personnel in the next four or five years. It will both enlarge present activities and begin new programs.
CASE STUDY NO. 10

Company: Financial

Size of PR Department: Three persons

Year PR Activity Undertaken: 1948

Position and Organization of PR Department Within Company:

Vice president in charge of personnel administration and public relations reports to chairman of the board.

Relationship of PR with Other Departments of Company

Advertising - all ads clear through DPR, who originates some ideas for agency consideration.

Sales - DPR is in charge of this aspect of the business; thus directs it in its entirety.

Personnel - this is a function under the DPR's jurisdiction.

Purpose for Which Company Has a PR Department (according to company policy statement)

To develop and maintain a high standard of sound and constructive public and personnel relations; to provide modern and efficient banking services to customers and the community; to promote the sale and use of these services to the maximum.

Objectives of Company's PR Department (according to company policy statement)

(1) To coordinate and supervise the use and application of methods and programs that will multiply the sale and acceptance of the bank's services and contribute to the bank's growth and success, (2) to stimulate the staff to a better understanding of the value and use of the bank's services and the possibilities of their sale, (3) to provide bank customers and the public with more complete information and understanding of the bank's services and their values; and to promote public assistance in the sale and acceptance of these services, (4) to review and recommend improvements in methods of customer and prospect solicitation and in the bank's services; to analyze customer complaints and sales obstacles; to recommend corrective
procedure where indicated; and to review forms and notices
delivered to the public and ensure that requirements of
constructive public relations are met, (5) to review and
recommend participation in community activities, individual
association memberships, and in advertising and publicity
programs.

Job Analysis - Head of PR Department

Title: Vice president in charge of personnel administration and public relations

Age: 50

Sex: Male

Year Became Vice President: 1950

Education: Bachelor's degree in business administration.

Previous Experience: Coordinator of National Sales Finance Plan, working for 13 major banks; head of installment loan department, present bank, 1936-45; general assignments, 1946; head of personnel administration, 1947-50; present position since 1950.

Talents, Traits, Experiences, DFR Thinks Valuable in Job:

Ability to get along with people; ability to get other people to do things; understanding of the total business; understanding of the importance of every action as it relates to the success of the bank.

Analysis of DFR's Job:

Coordinates and develops public and personnel relations activities of bank; stimulates sound and constructive sales effort by the organization; furthers the realization that sound public relations begins within the bank and results from the cooperative efforts of a high-quality staff. Specifically, examines and analyzes public and personnel relations, policies, and programs; suggests and recommends improvements; develops and maintains sound and constructive practices.

Research Activities and Projects

Market research is continuous in terms of analyzation of branch possibilities.
Training of New Personnel

PR personnel are exposed to extensive training program available to all personnel; includes training courses, "sponsor" system, and staff appraisal.

Media Analysis

Newspapers - news releases sent to neighborhood papers; some product advertising.

Magazines - news releases are sent to industry publications; ads are placed in industry publications occasionally.

Employee publications - editor of monthly paper reports to DPR; daily bulletin reports personnel data, as well as business items.

Radio and television - news releases sent to both media; time is bought.

Direct mail - consists of sales literature, including enclosures.

Speeches - no officer allowed to make speech unless he can write it himself; officers do own screening, ordinarily take assignment only if group is closely related to finance.

Publics

1. Employees
2. Customers
3. Stockholders
4. General public
5. Government
6. Business in general

Special Events

Tours - PR sets up for important and sizeable groups.

Open house - PR conducts at branch plants for employees and families.

Future of Department

Greater responsibility and expansion inevitable; department will
continue to work for better coordination; will continue work found to be productive, and discontinue activity found to be non-productive.
CASE STUDY NO. 11

Company: Manufacturer of consumer goods

Size of PR Department: One man, one secretary

Year Department Established: 1951

Position and Organization of PR Department Within Company:

DPR reports to the company's assistant vice president, who in turn reports to the vice president. The vice president reports to the president.

Relationship of PR with Other Departments of Company

Advertising - DPR prepares the limited amount of institutional advertising that the company places.

Legal - DPR works closely with Legal, particularly in connection with smoke abatement problems and purchase of property.

Industrial relations - DPR assists this department in labor relations matters.

Purchasing - DPR gives counsel related to purchase of property.

Manufacturing - DPR works closely with this component on matters as they affect relations with the plant community.

Purpose for Which Company Has a PR Department (according to DPR)

To build and maintain good public relations with people that our company lives with and does business with; to handle company relations with various branches of government; to deal with community problems, particularly in the area of air and sewerage pollution.

Job Analysis - Head of PR Department

Title: Director of public relations

Age: 45
Sex: Male

Year Became Director: 1951

Education: B.S., metallurgy.


Talents, Traits, Experiences, DFR Thinks Valuable in Job:

Sales engineering experience; ability to present favorably company's side of situation.

Analysis of DFR's Job:

Handles governmental and community relations; supervises tax matters, and serves as company's No. 1 trouble shooter.

Media Analysis

The company has no routine relationship with any phase of the press. In an emergency, such as a fire at the plant, the DFR has served as a liaison between the company and the press.

Publics

1. Government
   a. Local
   b. County
   c. State

2. Plant community

Special Events

Tours - DFR arranges tours, upon request, for engineers, sales groups, and civic organizations.

Movies - DFR assists Industrial Relations in indoctrination of new employees via this medium.
Future of Department

No specific plans for a change, but DPR feels that as the company grows the emphasis on public relations activities will increase.
CASE STUDY NO. 12

Company: Manufacturer of consumer goods

Size of PR Department: Two full-time, eight part-time employees

Year Department Established: 1950

Position and Organization of PR Department Within Company:

DPR reports to president; reporting to the DPR, in addition to secretary, are eight part-time staffs who are responsible for good will activities, i.e. movies, dinners.

Relationship of PR with Other Departments of Company

Advertising - PR takes part in all agency meetings and participates actively in ad programming.

Sales - PR works directly with sales manager.

Legal - PR rarely deals with this department.

Industrial relations - PR rarely deals with this department as labor matters are handled by industry's association.

Purchasing - DPR assists in design of packages, etc.

Finance - DPR handles news releases dealing with financial matters and puts out annual report.

Purpose for Which Company Has a PR Department (according to DPR)

"To build a feeling of confidence in our company and its product; to improve our company's trade relations."

Job Analysis - Head of PR Department

Title: Assistant to the president

Age: 43

Sex: Male

Year Became Assistant to the President: 1954
Education: High school

Previous Experience: Newspaper financial editor, 1936-46; director of public relations for advertising agency, 1946-49; bank vice president, 1949-54; assumed present position, 1954.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Newspaper background, general business experience.

Analysis of DPR's Job:

Works closely with president on policy statements, handles all public releases, puts out annual report, and supervises general public relations activities.

Percentage of Company's Operating Budget Spent on Public Relations

Approximately $150,000 or roughly from five to eight per cent of the total advertising budget.

Research Activities and Projects

Within the past year, outside research agency has conducted surveys on product acceptance, advertising effectiveness, point of sale effectiveness, and confidence in company. The company's advertising campaigns and product promotion have been revised as the result of these surveys.

Media Analysis

Newspapers - PR services regularly with news releases.

Trade papers - PR services regularly with news releases.

Personal speaking engagements - DPR and members of staff available upon request.

Movies - PR shows to groups at plant, in conjunction with planned social evenings; also shown at outside meetings.

Publics (ranked in order of importance by DPR)

1. General
2. Stockholders
3. Retail outlets
Special Events

Department conducts tours of plant, handles open house programs, sets up exhibits and displays, shows movies related to industry, and participates in sales programs.

Future of Department

Approximately as presently constructed.
CASE STUDY NO. 13

Company: Transportation

Size of PR Department: One man part-time, one secretary

Year PR Activity Undertaken: 1930

Position and Organization of PR Department Within Company:

The treasurer and general manager, who handles the public relations function, reports to the vice president.

Relationship of PR with Other Departments of Company

Advertising - general manager is liaison man with ad agency.

Industrial Relations - general manager handles labor negotiations; sends employees copy of monthly financial report.

Finance - general manager prepares annual report, which with monthly reports is made available to employees as well as stockholders.

Purpose for Which Company Has a PR Department (according to DPR)

"To show people that our corporation gives good service; to keep our customers pleased, so they use our facilities rather than those of the competition."

Job Analysis - Head of PR Department

Title: Treasurer and general manager

Age: 65

Sex: Male

Year Became General Manager: 1940

Education: High school

Previous Experience: Railroad accountant, 1919; with present company as controller, 1928-36; treasurer, 1936; assistant general manager, 1937, and became treasurer and general manager in 1940.
Talents, Traits, Experiences, DPR Thinks Valuable in Job:

A sincere desire to provide a service; versatility; acquaintanceship with personnel and their desires.

Analysis of DPR's Job:

Helps form corporate policy and administers day-to-day aspects of business; prepares annual report; handles personnel relations, supervises promotion and advertising of company's services.

Relationship to Outside Public Relations Counsel

Outside publicity agency, employed in 1951, did not produce adequate results, (an increase in business) according to DPR; therefore retainer was discontinued. Company's ad agency handles newspaper and radio advertising.

Media Analysis

Newspapers - company does not service with press releases, but does buy space.

Employee publications - general manager sends employees monthly report on corporate business; handles dissemination of other news by word-of-mouth.

Direct mail - company distributes 50,000 information folders yearly to prospective customers.

Billboards - company maintains nine lighted billboards within 10 miles of its office; buys space on 120 boards within 100 miles of its office during the summer.

Publics (ranked in order of importance by general manager)

1. General public
2. Stockholders
3. Employees

Special Events

Tours - company arranges tours for engineers, educational and other selected groups.
Future of Department

Company's public relations function is expected to follow much the same pattern.
CASE STUDY NO. 14

Company: Transportation association

Size of PR Department: One man, one secretary

Year Department Established: 1933

Position and Organization of PR Department Within Company:

DPR reports to chairman (chief executive).

Relationship of PR to Other Departments of Company

Advertising - this is a function of the DPR. The Association places institutional ads in the papers of the approximately 400 cities served. No agency is used; the organization does not take a 15 per cent fee, nor does it pay fee to media.

Purpose for Which Company Has a PR Department

To build good will and make friends for Association members in Michigan.

Objectives of Company's PR Department

To divorce prevalent unfavorable impressions of Association members and the industry from the public mind; to acquaint the public with the "new look" in the industry which the Association represents.

Job Analysis - Head of PR Department

Title: Director of public relations

Age: 64

Sex: Male

Year Became Director: 1933

Education: High school

Previous Experience: Reporter and editor on Lansing, Duluth, and Detroit newspapers, 1909-22; representative
of economic service firm, 1923-28; public relations work for advertising agency, 1928-32; promotion manager, state fair, 1932; present job since 1933.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Newspaper experience; ability to write; ability to keep in step with public thinking, and intimacy with persons (editors, etc.) who can help interpret public attitudes.

Analysis of DPR's Job:

Handles publicity, promotion, and advertising for Association; represents the Association at important functions; gives approximately 100 speeches per year in behalf of the Association and/or its members; assists Association members in local promotion problems.

Percentage of Association's Operating Budget Spent on Public Relations

Approximately 40 per cent.

Media Analysis

Newspapers - the approximately 400 papers in cities served by Association members are sent publicity stories and institutional ads regularly.

Trade papers - DPR furnishes special stories to this medium.

Radio and television - DPR sets up speeches and discussions by officials of Association or its members.

Speeches - DPR reaches out for invitations; approximately 150 speeches given per year by eight-man speaker's bureau (made up of officials of Association members) and DPR; latter gives "most" of the speeches.

Publics (ranked in order of importance by DPR)

1. Press
2. Service clubs, chambers of commerce, etc.
3. Teachers
4. University and college business administration and economics majors
Special Events

Exhibits and displays - DPR sets up at county and state fairs, colleges.

Tours - interested groups are handled, particularly teachers and students; press on occasion.

Movies - industry movies are shown annually to approximately 10,000 persons in service clubs, schools, etc.

Future of Department

Status quo is expected to continue until members of board of directors are further educated as to the value of public relations. This is expected to be a slow process.
CASE STUDY NO. 15

Company: Manufacturer of industrial goods

Size of PR Function: One man, one secretary

Year PR Activity Undertaken: 1946

Position and Organization of PR Department Within Company:

Personnel director, who handles public relations activities, reports to vice president in charge of production.

Relationship of PR with Other Departments of Company

Advertising - company's advertising, which consists solely of advertisements for employees, is handled by DPR.

Legal - this department cooperates with DPR in drawing up of union contracts and negotiations with outside contractors and sub-contractors.

Finance - PR furnishes some materials for annual report, which is prepared by secretary-treasurer.

Purpose for Which Company Has a PR Department (according to DPR)

Maintaining a favorable relationship with unions and employees, communicating policy decisions of management to employees.

Job Analysis - Head of FR Department

Title: Personnel director

Age: 39

Sex: Male

Year Became Director: 1949

Education: Two years' college

Previous Experience: Laborer and inspector, steel plants; UAW-CIO committeeman, 1943-45; president, union local, 1945-49; present position since 1949.
Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Ability to translate theory into practical application; experience with both union and management; ability to deal with people.

Analysis of DPR's Job:

Supervises employment, employee relations, handles union grievances, negotiates union contracts, handles employee communications.

Research Activities and Projects

Company, through its supervisory force and union committee-man, has surveyed employees on such matters as payroll deductions for bonds.

Media Analysis

Sole public with which company's public relations function is concerned is its employees. It communicates with them by direct mail, with bulletin boards throughout the plant, and through discussions between the president and union committeemen.

Publics

1. Employees
2. Customers

Special Events

Tours - professional, business, and youth groups are taken through plant upon request.

Movies - shows films at training sessions for supervisors and union representatives.

Special programs - sponsors a Junior Achievement group.

Future of Department

No change anticipated.
CASE STUDY NO. 16

Company: Manufacturer of industrial goods (study concerns one of company's five divisions)

Size of PR Department: Two men, one secretary

Year Department Established: 1952

Position and Organization of PR Department Within Company:

Advertising and public relations manager reports to vice president in charge of sales.

Relationship of PR with Other Departments of Company

Advertising - this activity is the primary responsibility of the DPR.

Sales - since DPR reports to Sales vice president, the PR activity is closely integrated with the Sales function.

Legal - this department clears copy originated by DPR.

Industrial relations - DPR works with IR in conjunction with plant tours, exhibits, safety programs, etc.

Purchasing - DPR handles ads, news releases, etc. relating to this component.

Purpose for Which Company Has a PR Department (according to DPR)

To act as a representative of parent company and handle news releases and activities on the local level; to promote good community relations and keep customers and prospects informed as to the progress and development of the company.

Job Analysis - Head of PR Department

Title: Advertising and public relations manager

Age: 43

Sex: Male
Year Became Director: 1952

Education: High school

Previous Experience: Fifteen years in sales and advertising.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Ability to analyze, create, and sell; through thorough knowledge of company.

Analysis of DPR's Job:

Coordinates and places newsworthy information released to press; handles company advertising.

Relationship to Outside Public Relations Counsel

Counsel writes product news stories and handles other publicity.

Training of New Personnel

New employees take training program designed for sales engineers to get acquainted with company; also introduced to key members of management and encouraged to join professional societies.

Media Analysis

Newspapers and magazines - counsel sends releases to daily papers and trade journals.

Radio and television - counsel sends news releases.

Speeches - DPR gives speeches on occasion; also looks over talks to be given by executives.

Publics (ranked in order of importance by DPR)

1. Engineering and professional organizations
2. Customers and prospects
3. Plant communities
4. Employees
Special Events

Exhibits and displays - PR sets up exhibits at meetings of engineering societies and school organizations.

Tours - are arranged for engineers and special groups.

Future of Department

Expansion seems assured.
CASE STUDY NO. 17

Company: Utility

Size of PR Department: Seven men and women

Year Department Established: 1945

Position and Organization of PR Department Within Company:

Director of public information reports to assistant to president.

Relationship of PR with Other Departments of Company

Advertising - PR cooperates with Sales in development of institutional and product advertising.

Union relations - PR works very closely with the department. Sometimes assists in policy formation; does some writing for UR.

Purchasing - PR checks on vendor news stories and advertising.

Finance - PR cooperates with this department relative to stockholder meetings and limited amount of financial advertising; provides information for quarterly letter to stockholders.

Purpose for Which Company Has a PR Department (according to DPR)

To acquaint the public with our company and its services; to inform the public of the issues involved in private vs public utilities.

Job Analysis - Head of PR Department

Title: Director of public information

Age: 50

Sex: Male

Year Became Director: 1952

Education: B.S., mechanical engineering.
**Previous Experience:** Entire career (except for year on loan to government) spent with present company; 20 years in production; two and a half years with Personnel, and three years in present job.

**Talents, Traits, Experiences, DPR Thinks Valuable in Job:**

Thorough knowledge of company; versatility; ability to act quickly; initiative; ingenuity.

**Analysis of DPR's Job:**

Coordinates efforts of department; supervises handling of all information channeled to press; serves as chairman of forms committee (which designs and controls company forms) serves as a member of the company's disaster committee; does some public speaking and writing.

**Research Activities and Projects**

Cooperates with national trade association in various surveys.

**Media Analysis**

Newspapers - PR services dailies and weeklies in trade area.

Magazines - news releases as well as data for stories originated by magazines are furnished various publications, particularly trade journals.

Employee publications - DPR serves as alternate member on company's editorial board.

Radio and television - PR services news releases to these media.

Speeches - PR organized speaker's bureau, now handled by Sales.

**Publics (ranked in order of importance by DPR)**

1. Press
2. Trade magazines
3. Schools

**Special Events**

Exhibits and displays - PR has done limited amount of this in
past, but is thinking of setting up exhibits in future.

Movies - made footage of plant construction, other building projects.

Stockholders meetings - PR coordinates stockholders information meeting in Detroit; DPR attends annual meeting in New York.

**Future of Department**

Great possibility that PR activities will increase, particularly in the expanded activities of the president's office.
CASE STUDY NO. 18

Company: Consumer service

Size of PR Department: One man, one secretary

Year Department Established: 1927

Position and Organization of PR Department Within Company:

DPR reports to general manager.

Relationship of PR with Other Departments of Company

Advertising is handled by the DPR; other departments are not directly related to the public relations function.

Purpose for Which Company Has a PR Department (according to DPR)

To stimulate ticket sales.

Job Analysis - Head of PR Department

Title: Publicity director

Age: 42

Sex: Male

Year Became Director: 1942

Education: B.A., major in Pan-American history, minor in linguistics.

Previous Experience: Newspaper writing and general sales work; served as program editor and advertising sales for adjunctive concession operators for two years prior to joining present company in current position.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Knowledge of newspaper writing, radio technique, advertising layout, and a working knowledge of the business.

Analysis of DPR's Job:

All phases of publicity, press relations, and promotion.
Training of New Personnel

Since department consists of publicity head and his secretary, there is no provision for training...other than assimilation of working information by the secretary.

Media Analysis

Newspapers - daily contact with assigned writers.
Magazines - DPR services national magazines.
Trade papers - DPR services the one trade paper.
Radio - DPR provides scripts for programs, personalities for appearances, arranges sponsorship for programs.
Television - similar to radio.
Direct mail - DPR circularizes mailing list with ticket notices and pertinent information.

Personal speaking engagements - DPR, primarily in the off season, provides personalities and film for programs on request.

Publics

Entertainment-seeking public.

Special Events

Exhibits and displays - DPR seeks availability of places for public display of equipment and trophies, etc.

Movies - shown in conjunction with personal appearances.

Future of Department

"Difficult to judge at this time," according to DPR.
CASE STUDY NO. 19

Company: Manufacturer of industrial goods

Size of PR Department: One man, one secretary

Year PR Activity Undertaken: 1939

Position and Organization of PR Department Within Company:

Public relations is a responsibility of the executive vice president, who reports to the president.

Relationship of PR with Other Departments of Company

Advertising - DPR, in cooperation with Sales, determines placement of ads in trade journals; ad agency creates and handles ads.

Finance - DPR responsible for annual report; distributes to credit institutions and government agencies, as well as stockholders.

Purpose for Which Company Recognizes a Need for PR

To create a good relationship with customers.

Job Analysis - Head of PR Department

Title: Executive vice president

Age: 41

Sex: Male

Year Became Executive Vice President: 1951

Education: Bachelor's degree in chemical engineering.

Previous Experience: Engineering and administration with present company.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Thorough knowledge of business, ability to analyze problems, ability to get along with people.
Analysis of Executive Vice President's Job:

Responsibilities primarily concerned with production and sales, with minor attention to customer grievances and external miscellaneous matters affecting the company.

Relationship to Outside Counsel

Company's advertising agency, in addition to preparing ads, occasionally offers counsel on matters related to public relations.

Media Analysis

Newspapers - stories for Detroit distribution are handled by the company's ad agency.

Trade papers - news releases are sent trade publications occasionally; handled by ad agency.

Direct mail - mailings to customers are handled by the ad agency.

Publics

1. Customers
2. Employees

Special Events

Displays - company exhibits at international trade fairs.

Tours and open houses - set up only rarely.

Scholarship program - the company annually offers two four-year scholarships to sons and daughters of its employees; the scholarships, technical in nature, require the recipient to attend one of two designated institutions.

Future of Department

Uncertain, but probably will retain status quo.
Case Study No. 20

Company: Seller of consumer goods

Size of PR Department: Three persons (in public relations, per se)

Year Department Established: 1942

Position and Organization of PR Department Within Company:

DIR reports to vice president and general manager; four divisions report to DIR: Advertising, Display, Special Events, and Speaker's Bureau. Advertising is responsible for newspaper, radio, television, and direct mail ads; also production of printed materials, except those produced by Training department. Displays handles store windows, annual parade, and management dinner. Special Events prepares press releases, plans and coordinates special events, and performs general public relations activities. The Speaker's Bureau supervises a staff of speakers, most of whom are supervisory employees, but some of whom are outside experts.

Relationship of PR with Other Departments of Company

Advertising - a function of PR.

Sales - PR maintains very close relationship with this department; in many cases the two divisions are inseparable.

Finance - PR works closely with this department in budgeting of promotional activities.

Purpose for Which Company Has a PR Department (according to DIR)

To increase sales by effectively telling the public what the company has to offer and to win friends for the company through continuing demonstration of its interest in all phases of community life.

Objectives of Company's PR Department (according to DIR)

To increase sales; to get people to think of our place of business as an exciting place to go; to keep our company in the public eye; to indoctrinate our employees with the idea that each of our customers is an individual, rather than an indistinguishable part of the mass.
Job Analysis - Head of PR Department

Title: Publicity director

Age: 43

Sex: Male

Year Became Director: 1950

Education: Studied law, no degree.

Previous Experience: Secretary and publicity director for metropolitan department store in South; assumed present position, 1950.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Working knowledge of psychology, learned through academic study and experience in dealing with people.

Relationship to Outside Public Relations Counsel

Counsel assists on specific projects, implementation of which would be difficult for company's staff because of manpower problems and time limitations.

Research Activities and Projects

Company has Research department which is not related to Publicity Division. This department, however, conducts occasional surveys in behalf of Publicity.

Training of New Personnel

PR employees participate in regular executive development program; amount of time spent in such training depends on the person and circumstance.

Media Analysis

Newspapers - press releases sent to dailies and weeklies; ads to dailies only.

Magazines - "prestige" ads are placed in fashion magazines; little editorial copy directed to such publications; trade journals are given minimum amount of attention.
Employee publications - handled by Personnel.

Radio and television - press releases are furnished these media; time is bought on each.

Direct mail - heavy emphasis on this medium of communication, with numerous mailing lists utilized.

Publics (ranked in order of importance by DPR)

1. General public.

Special Events

Tours - most tours are handled by Training department, but PR handles visits by special interest groups.

Open house - occasionally held for employees... handled by Training department.

Movies - PR makes films available to groups; average audience, 3,000 monthly.
CASE STUDY NO. 21

Company: Manufacturer of consumer goods

Size of PR Department: Seventy-five persons; 50 professionals

Year Department Established: 1951 (counsel since 1925)

Position and Organization of PR Department Within Company:

Vice president—public relations reports to president. Department consists of five sections: press information, community relations, special events, motion pictures, and public relations services.

Relationship of PR with Other Departments of Company

Advertising - no relationship to product advertising; however, institutional advertising is handled by Advertising Services department, which reports to vice president—public relations.

Finance - PR prepares annual report.

Purpose for Which Company Has a PR Department (according to DPR)

To build and maintain among the various publics the proper atmosphere and proper regard for the company, its plants, and its products.

Job Analysis - Head of PR Department

Title: Vice president—public relations

Age: 50

Sex: Male

Year Became Director: 1952

Education: 12 years.

Previous Experience: Newspaperman, 1923-34; representative of trade association, 1935-44; assistant to president of present company, 1944-52; present position since 1952.
Analysis of DIR's Job:

Helps set policy for company in public relations matters; directs public relations activities.

Relationship to Outside Public Relations Counsel

Counsel has been retained by company since 1925. Since World War II, counsel has maintained two men in residence.

Research Activities and Projects

PR retains several outside research agencies to conduct opinion research surveys; company's Economics department also conducts polls.

Training of New Personnel

Department in past has hired only experienced men, then indoctrinated them with company policies. Department now is weighing possibility of hiring young college graduates.

Media Analysis

Newspapers and magazines - PR services nationwide list of newspapers, many general magazines, and trade papers.

Employee publications - the two company publications are a responsibility of PR.

Radio and television - PR services news releases.

Direct mail - this media is used in connection with public relations-related literature.

Speeches - PR acts in an advisory role to executives, i.e. recommends for or against giving a particular speech and writes it, after consultation with speech-maker.

Publics (not ranked in order of importance)

General public, employees, dealers, stockholders, plant communities.
Special Events

Exhibits and displays - company sets up exhibits at fairs, public showplaces, education conferences, etc.

Tours - not handled by PR, except in the case of special groups.

Movies - company makes travelogues, non-commercial movies available to general public.

Future of Department

Company now is starting divisionalization of public relations; will expand staff.
CASE STUDY NO. 22

Company: Transportation

Size of PR Function: One man, one secretary

Year PR Activity Undertaken: 1935

Position and Organization of PR Department Within Company:

DPR, a member of the firm's policy committee, reports to the president.

Relationship of PR with Other Departments of Company

Advertising - DPR prepares and handles ads.

Sales - one of the primary functions of the DPR.

Legal - DPR works closely with this department on occasion, particularly during rate hearings.

Purpose for Which Company Has a PR Department (according to DPR)

"To give the public the impression that our company is the only company of its kind in the country...to impress upon the public that we are a high class group of business people; to convince people that our management has a full measure of civic-mindedness; to impress the public with our reliability and ability to solve transportation problems."

Job Analysis - Head of PR Department

Title: Vice President in charge of sales and traffic

Age: 43

Sex: Male

Year Became Vice President: 1947

Education: High school

Previous Experience: Postal Telegraph Cable Company, 1929-35; truck driver, freight agent, terminal manager, and salesman for motor express company, 1935-43;
joined present company as salesman in 1943 and moved into present position in 1945.

**Talents, Traits, Experiences, DPR Thinks Valuable in Job:**

Greatest asset is the ability to get along with people; flair for organization; ability to select, train, and inspire subordinates; public speaking ability; natural aptitude for writing, sales, and advertising.

**Analysis of DPR's Job:**

Responsible for company revenues; makes forecast of amount of business each month; in charge of customer relations, publicity, advertising, employee communications; advises president on rates, traffic, and tariff matters, studies opportunities for expansion and mergers.

**Relationship to Outside Public Relations Counsel**

Part-time press agent prepares and distributes news releases; this press agent was on retainer during 1953; now works on a fee basis.

**Research Activities and Projects**

Has surveyed customers on opinion of the company and its service; also has surveyed customers on new solutions to transportation problems.

**Media Analysis**

Newspapers - press agent services with news releases.

Trade papers - press agent sends news releases.

Employee publications - formerly edited by a metropolitan newswoman, is now put out by a company employee.


Direct mail - DPR sends sales promotional pieces to customers and prospective customers.

Personal speaking engagements - upon request, DPR gives addresses, mostly on the subject of his company's civic responsibilities.
Publics (ranked in order of importance by DPR)

1. Transportation fraternity (customers)
2. Transportation companies (the competition)
3. General public

Special Events

Tours – PR sets up tour, particularly for members of transportation fraternity.

Open house – PR holds annual picnic and Christmas party for all employees and members of their families.

Movies – PR obtains and shows transportation films upon request.

Community affairs – company sponsors a junior achievement company.

Future of Department

DPR expects company to expand, and public relations function to expand along with the firm.
CASE STUDY NO. 23

Company: Manufacturer of industrial goods

Size of PR Department: One full-time man, one full-time secretary, two part-time men

Year Department Established: 1953; counsel during 1944-47 and 1949-51

Position and Organization of PR Department Within Company:
DPR reports to the financial vice president.

Relationship of PR with Other Departments of Company

Advertising - PR acts in an advisory capacity to Advertising department; no routine direct contact.

Sales - DPR edits sales letters, speaks to sales groups, available for other staff services.

Legal - routine contact small, but Legal clears some news releases.

Industrial relations - day to day contact, primarily involving employee communications.

Purchasing - PR assists in preparation of purchasing booklets and handling of notices sent with checks.

Finance - PR considers this the major area of its activity; DPR handles all contacts with financial press; sets up stockholder meetings, issues semi-annual reports; consults with top management on financial matters, and works closely with management on finance-related speeches and statements.

Purpose for Which Company Has a PR Department (according to DPR)

To provide a staff service to all other departments in the company; to counsel and interpret public attitudes to management and to communicate company policies and company-related information to the various publics.

Objectives of Company's PR Department (according to DPR)

To assist the publics in which we the company is interested,
i.e. stockholders, etc.; to acquaint various publics with the company and its products, and to develop increasing acceptance for the company and its products.

Job Analysis - Head of PR Department

Title: Director of public relations

Age: 33

Sex: Male

Year Became Director: 1954

Education: High school, Dale Carnegie courses, American Management Institute courses.

Previous Experience: With present company as executive editor of internal-external magazine, 1944-45; account executive and partner, New York and Chicago public relations counseling firm, 1945-47; supervisor of consumer and employee house organs for heat and power company, 1947-49; head of own public relations counseling firm, 1949-1954; present position since 1954.

Talents, Traits, Experiences, DPR Thinks Valuable in Job:

Mature judgment and public relations instinct (outstanding qualities); capacity for thinking things through and planning a program; to reflect the personality and thinking of the company's president; ability to write; versatility; ability to work successfully with people; integrity; ability to sell the public relations product to management.

Analysis of DPR's Job:

Prepares the semi-annual report to stockholders; handles relationships with the press; supervises editors of employee publications.

Percentage of Company's Operating Budget Spent on Public Relations

There is no PR budget; funds are allocated from the general administration budget.

Research Activities and Projects

Following recent labor difficulty, PR retained survey group to
conduct an opinion poll among stockholders, non-stockholders, financial community, distributors, and persons in public life, to determine attitudes toward the company; results indicated that PR's communications policy during strike paid dividends; company also conducts market research independent of public relations.

Training of New Personnel

New employees are acquainted with newspaper people and pertinent representatives of printers and allied firms; also are introduced to members of top management both in Detroit and Milwaukee, a leading plant city.

Media Analysis

Newspapers - PR services selected papers, particularly those in plant cities, with press releases and institutional advertising.

Magazines - special stories are prepared for business publications; cooperates with trade press upon request, but PR largely neglects this media.

Employee publications - PR publishes papers for Milwaukee and Detroit plants; puts out brochures, etc. for special occasions.

Radio and television - news releases are furnished these media in all plant cities and New York.

Direct mail - annual report is sent to stockholders, and with background data from president and DPR, to thought leaders in plant cities and public places, i.e. barber shops, beauty parlors.

Speeches - DPR doesn't search out speaking requests, but accepts selected invitations; also recommends selected speaking opportunities for president (particularly before financial groups); DPR writes speeches and provides charts for speakers.

Publics (ranked in order of importance by DPR)

1. Stockholders
2. Employees
3. Customers
4. Supervisors
5. Distributors
6. Suppliers
7. Plant communities

Special Events

Exhibits and displays - PR sets up exhibit at state fairs and public places such as rail terminals.

Tours - not encouraged, but technical and youth groups are shown through plants on request.

Open house - held in connection with the opening of new plants (two in past year, two more in 1955).

Future of Department

The DPR expects to add in 1955 a man who will function primarily as an employee communications specialist; during the next five years, three more professionals are expected to be added in the areas of trade paper publicity, financial public relations, and community relations.
CASE STUDY NO. 24

**Company:** Manufacturer of consumer goods (study concerns one of the company's two divisions)

**Size of PR Department:** Nine full-time persons; five professionals

**Year Department Established:** 1950

**Position and Organization of PR Department Within Company:**

Director of the Division's PR department reports to the company president.

**Relationship of PR with Other Departments of Company**

- Advertising - PR generally handles institutional advertising; DPR serves as member of marking committee.
- Industrial relations - PR checks all departments twice weekly for news leads; works with closely during labor negotiations or disputes.
- Finance - PR prepares written part of president's message in quarterly and annual reports.

**Purpose for Which Company Has a PR Department (according to DPR)**

To plan and implement programs designed to build good will for the company and its products; to create a favorable corporate image.

**Job Analysis - Head of PR Department**

**Title:** Director of public relations

**Age:** 49

**Sex:** Male

**Year Became Director:** 1952

**Education:** Bachelor's degree

**Previous Experience:** Newspapers, 1930-45; director of public relations for appliance manufacturer, 1945-52; present position since 1952.
Analysis of DPR's Job:

Is member of company's administration, marketing, product, and scheduling committees; advises president and administration committee on all matters relating to public relations; supervises and directs all public relations programs; handles institutional advertising.

Relationship to Outside Public Relations Counsel

Counsel, headquartered in New York, maintains two men in residence at company headquarters; counsel, in addition to bringing "fresh" viewpoint into management, offers added advantage of direct contact with New York media.

Research Activities and Projects

Company's consumer research division operates under Marketing; two outside research firms conduct marketing and opinion research for company—sometimes under the jurisdiction of Consumer Research division, at other times under PR. Findings primarily used to plan marketing and advertising programs, also for publicity campaigns.

Training of New Personnel

Hire only professional men with experience in newspaper, publicity, or advertising agency fields; ability to write important; indoctrinate with company objectives and acquaint with public relations goals and projects.

Media Analysis

Newspapers - PR distributes news releases on nationwide basis.

Magazines - national publications are contacted personally when story possibility appears; ordinarily gives magazine story idea, rather than prepares article.

Radio and television - PR services with news releases and clips.

Employee publications - some employee letters, handled by Industrial Relations, are prepared by PR.

Direct mail - PR sends reprints of speeches, special letters, etc. to employees, interested publics.
Speeches - PR screens and schedules, writes and distributes for company executives.

Publics (not listed in order of importance)

Dealers, vendors, government, general public, labor union, employees, women, stockholders, owners of product, financial community, plant communities.

Special Events

Exhibits and displays - displays products at industry shows; prepares special dealer exhibits in conjunction with marketing department.

Tours - for press only.

Open house - on occasion for special groups.

Movies - occasionally produces.

Future of Department

PR is fully accepted within the company as demonstrated by the DPR's membership on key committees; department is expected to increase in size.
CASE STUDY NO. 25

Company: Manufacturer of consumer goods

Size of PR Department: Two hundred forty-two full-time persons; 80 professionals

Year Department Established: 1943

Position and Organization of PR Department Within Company:

Vice president—public relations reports to president. Reporting to the VP-PR are the Institutional Advertising, Archives, Speech Services, and Administrative departments. Also reporting to the VP-PR is a manager of projects and services, who is responsible for the Motion Pictures, Special Events, Educational Relations, Photographic, and Research and Information departments, and a manager of Public Communication, who is responsible for the News, Radio and Television, and Community Relations departments, and 11 field offices.

Relationship of PR with Other Departments of Company

Advertising - institutional advertising is a function of PR; various PR departments have own advertising budgets.

Sales - PR prepares considerable amount of Sales copy for external distribution.

Legal - both Legal and PR check the other's statements and assist each other in a variety of ways.

Industrial relations - PR communicates to the external public much information gathered under the auspices of IR.

Finance - PR prepares annual report and handles public statements relating to company's finances.

Purpose for Which Company Has a PR Department (according to company policy statement)

To formulate policies and programs relating to news releases, radio and television relations, community, educational, and guest relations, special events, motion pictures, and other activities of a public relations nature; to perform all
public relations functions for company activities except the international and product divisions, and to exercise functional supervision over the public relations components of these divisions; advise company activities regarding the public relations aspects of proposed plans and programs, and determine and interpret public reactions and attitudes; to assist executive personnel of the company in the preparation of speeches, articles for publication and other public statements; to provide photographic services for various company activities.

Job Analysis - Head of PR Department

Title: Vice president-public relations

Age: 52

Sex: Male

Year Became Head of PR: 1953

Education: B.A., liberal arts.

Previous Experience: Reporter, metropolitan newspaper; promotion director, national business magazine and two metropolitan newspapers; governmental ex­ecutive; partner, public relations counsel; present position since 1953.

Analysis of DPR's Job:

As a member of the company's top operating committee, VP-PR helps formulate company policies and practices and plans and oversees implementation of responsibilities described in activities outlined under the previous heading, "Purpose for Which Company Has a PR Department."

Research Activities and Projects

The company's Research and Information department, supported by a reference library, (1) analyzes public opinion trends and their relationship to the company's public relations objectives, (2) sponsors public opinion studies and analyzes those conducted by other company components and by outside organizations, (3) investigates and reports on specific public relations problems, (4) examines opinion polling techniques for possible use by the company, (5) provides fact-finding and reference services for the various public relations departments.
Training of New Personnel

New public relations employees participate in company-wide indoctrination sessions; also participate in weekly public relations training meetings; company makes a practice of employing experienced personnel, many of whom are specialists in a given field...thus their chief training involves acquainting them with company policies and practices; training of employees is considered a continuing function of department heads.

Media Analysis

Newspapers - News department maintains a staff of trained reporters to develop and write news stories, magazine articles and photographic features to publicize the company, its products, and its people. News releases are distributed, sometimes through the 11 field offices, on both a nationwide and regional basis.

Magazines - News department furnishes press releases to select list of publications, including a number of trade journals; also cooperates with writers who are preparing articles for publication.

Employee newspapers - a function of Industrial Relations, the News department furnishes press releases to the company's nearly two-score publications.

Radio and television - Radio and TV Relations department provides these media with stories, tape, and films.

Direct mail - PR sends educational materials, speeches, other literature to select audiences both on a routine and special basis.

Speeches - Speech Services department prepares original speech copy for executives and edits, reviews, and clears copy prepared by others; also serves as a clearing house for speech invitations, arranges for suitable speakers to fill worth-while requests, and advises on the acceptance or declination of invitations directed to specific persons; also arranges for the printing and distribution of significant speeches by company personnel.
Publics (not ranked in order of importance by DFR)

General, consumer, press, community, educators, tourists, government, employees.

Special Events

Exhibits and displays - Special Events department directs the display program of company-operated industrial exhibition building; other departments exhibit at conventions, particularly at educational meetings.

Tours - Special Events department conducts tours of plant and other company-related components; also arranges the reception and visitation of special company guests.

Open house - these are held for employee families and/or community leaders in plants across the nation, under the supervision of Industrial Relations with the functional assistance of Public Relations; PR figures quite prominently in the planning and implementation of open houses associated with new plant openings, etc.

Movies - company's Motion Pictures department produces and contracts for production of films, some of which are directly related to company, others which are chiefly concerned with tourists; company's Film Library also distributes non-company films to interested groups.

Representation at conventions - Educational Relations department is particularly active in this field; exhibits usually are set up at conventions.

Other - Educational Relations department operates a nationwide youth program designed to encourage and recognize outstanding work by school shop students.

Future of Department

Continued expansion seems most likely, both in terms of added responsibilities and enlargement of present areas of responsibilities. PR is now rounding out the establishment of divisional public relations staffs.
CONCLUSION
CONCLUSION

(Conclusions are presented first on the portion of the study titled A Brief History of Public Relations in Detroit Area Business and Industry (1900-1954); then on the portion titled Contemporary Analysis of Public Relations in Detroit Area Companies.)

I

Public relations in Detroit area business and industry may be said to have evolved from three general patterns of development.

(1) Approximately 10 per cent of the companies have consciously carried on public relations activities—usually in the areas of advertising and publicity—since their incorporation. Such firms usually dealt directly with the general public and almost invariably were founded by an exceptionally public relations minded individual—who largely planned and directed public relations activities during the firm's earlier years. As the company expanded or when the founder retired from its management, the public relations responsibility ordinarily was delegated to a leading official. In such a firm, public relations thus may be said to have been a management function throughout the corporation's existence. Representative of such firms are J.L.Hudson Company and George F. Alger Company.

(2) In approximately 70 per cent of the companies, public relations activities originally were handled by a variety of officials, including treasurers, secretaries, administrative assistants, and the heads of sales, advertising, industrial relations, and personnel departments. As the need for centralization became apparent, a public relations component
was established.

(A) Prior to World War II, most companies organized their public relations function on a secondary level of management. A full generation of activity often was required before public relations achieved the status of a top management function. Typical of such firms is Michigan Bell Telephone Company, which formally organized a public relations component in 1921, but did not establish a public relations vice presidency until 1944.

(B) During and following World War II, many companies which formally organized public relations departments made the components a function of top management, i.e. the top public relations man was given high status within the company, reported to the firm's chief executive, and was charged with the responsibility of formulating company public relations policy. Among firms which established public relations departments on these bases in the past twelve years are Bohn Aluminum and Brass Corporation, Pfeiffer Brewing Company, Square D Company, and Ford Motor Company.

(C) In approximately 20 per cent of the companies, public relations counsel managed the public relations function—usually on a policy making level—prior to the establishment of a department. In some instances counsel, in addition to formulating policy, provided staff members to handle day-to-day public relations activities (Ivy Lee & T.J. Ross and Chrysler Corporation). In other cases counsel was retained to assist in the organization of a public relations department. In such an event, counsel's services sometimes were continued after the department's establishment; (Ivy Lee and T.J. Ross and Federal-Mogul
Corporation) in other instances were discontinued (Ivy Lee & T. J. Ross and Burroughs Corporation).

(It also should be noted that the formal establishment of a public relations department in some cases preceded the retention of counsel (Earl Newsom & Company and Ford Motor Company; Dudley, Anderson & Yutzy and American Motor Corporation.)

The growth of formalized public relations in Detroit business and industry is spread over a period of approximately thirty-five years. However, more than three-quarters of existent public relations departments were established during and since World War II—indicating during the past fifteen years a sharp change in top management's attitude toward the need for a public relations function.

Many Detroit public relations practitioners believe that World War II and post-war prosperity are chiefly responsible for the sharply increased public relations activity in Detroit. Howard Hallas, American Motors Corporation director of public relations, speaks for a number of his colleagues in stating, "the war was a major turning point in management's conception of the public relations function because it made them aware, for the first time, of the need to build and maintain good relationships with the public over a long period of time. Post-war prosperity then enabled management to carry out desired public relations programs."¹

More companies (eight) started public relations departments between 1940 and 1945 than in any previous five-year period in Detroit history. This rate of growth, however, was more than doubled in the

¹Hallas interview, May 16, 1955.
following five years, when fifteen departments were created. But by far the greatest rate of growth occurred in the 1950-1955 period, when forty public relations departments were formally established in Detroit business and industry. Figures on the retention of public relations counsel further illustrate management's changing attitude toward public relations. More than 80 per cent of companies retaining counsel have done so in the post-war era; 64.5 per cent of them having taken this step within the past five years.

Added evidence that companies are placing increased emphasis on public relations is borne out by the fact that 67.2 per cent of those Detroit companies which possess public relations departments have expanded them since 1950. Only one-third of the companies within the area reported no change in the scope of departmental activity during the past five years and only one company reported decreased activity.

II

The extent to which public relations is a top management function in Detroit area companies perhaps is best determined by an appraisal of:

(1) the status of public relations within business and industry, as determined by (a) the purpose for which management maintains a public relations activity, (b) the broad responsibilities delegated the chief public relations official, (c) the rank assigned the head of public relations, (d) designation of the executive to whom the head of public relations reports.

(2) the attitudes toward public relations of executives whose primary responsibility is not public relations, but who are in a position
to determine the role that public relations is to perform within their company, which, in turn, may serve to influence the function of public relations within other companies.

Almost two-thirds of Detroit public relations departments are maintained, according to this study's findings, for the primary purpose of assisting management in the formation of public relations policies and interpreting to management those public attitudes and opinions which affect the company. (The same number of departments, incidentally, also are maintained for the purpose of communicating with the company's various publics.) To carry out this responsibility, 60 per cent of the public relations department heads occupy seats on their firm's top operating body or meet with that group in an advisory capacity.

Forty-four per cent of the public relations department heads are designated as directors of public relations. Thirty-two per cent are accorded vice presidential status. Thus, more than 75 per cent of Detroit's public relations heads are in the top echelon of management. Figures also show a sharp trend toward making top public relations post a vice presidency; 75 per cent of the contemporary vice presidencies have been established within the past decade, 50 per cent in the past five years.

Fifty-two per cent of Detroit's public relations heads report to either the president or board chairman of their firm. Eight per cent report to an executive vice president; 28 per cent are immediately supervised by a vice president.

Thus, based on the criteria of status with the company, public
relations may be said to be a function of top management in approximately two-thirds of the Detroit area firms which maintain a formalized public relations component.

Status accorded public relations by top management is one indicator of managements' attitude toward the public relations function. However, it is also important to appraise the views of top management as directly expressed by a number of its leading representatives. These views often, of course, are reflected in the contemporary structure of the public relations component within the spokesman's company; but they are even more significant as they pertain to the future of public relations, both within the spokesman's company and within those companies which have yet to assess conclusively their public relations responsibilities and practices.

In general, the executives of those companies which manufacturer and/or distribute consumer goods and services or which may be classified as utilities or as transportation and financial firms (thus being more closely associated with the general and/or consumer public) are more favorably inclined toward the public relations function than those executives whose companies deal with industrial goods. Among the twenty-five firms analyzed in detail by this study, only two of the seven managements whose firms manufacture industrial goods may be said to have a favorable attitude toward the public relations function. On the other hand, fifteen of the eighteen remaining managements were rated as having favorable attitudes toward public relations.

Thus, it appears that the kind of business in which a company is engaged has much to do with management's attitude toward and interest in
public relations. Thus, an executive of a small company that is closely associated with the consumer typically remarks, "Our company is not large enough to have a public relations department, but all of our executives are very concerned with the way people feel about us...and all of us work hard on keeping good public relations."²

Managements of the larger consumer-related companies have, in general, a highly favorable attitude toward public relations. Henry Ford II, president of Ford Motor Company, says, "public relations plays a very important part in any business today; since 1945 Ford has spent a good deal of money and time on its public relations problems, but it has paid off many fold."³ John Coleman, president of Burroughs Corporation, assigns public relations the task of "clarifying desirable business objectives and developing constructive business leadership."⁴ "Public relations," says Harlow H. Curtice, president of General Motors Corporation, "holds the key to business success.⁵ To George Romney, president of American Motors Corporation, "the public relations factor is more important in evaluating a company's future than any other single determinant."⁶

²Robert Bohringer (manager, Koepplinger's Bakery, Inc.), to David L. Lewis, August 8, 1955.
⁵Harlow H. Curtice, "Business Looks Ahead," (Speech given before School of Business Administration, University of Michigan, Ann Arbor, Michigan, April 3, 1953.
⁶George Romney, "Industry Looks Abroad," (Speech given before Economic Club of Detroit, Detroit, Michigan, October 29, 1954.
Such remarks show that leading businessmen in Detroit believe that public relations currently plays a vital role in the operation of a successful enterprise—and that public relations increasingly will assume the role of a high level management function in many Detroit area companies.
APPENDICES
## Returns to Preliminary Questionnaire

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total companies to which questionnaire was sent</td>
<td>283</td>
<td>100.0</td>
</tr>
<tr>
<td>Replies</td>
<td>242</td>
<td>85.5</td>
</tr>
<tr>
<td>Non-replies</td>
<td>41</td>
<td>14.5</td>
</tr>
</tbody>
</table>

Of those companies which replied

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No PR departments</td>
<td>119</td>
<td>49.2</td>
</tr>
<tr>
<td>With PR departments of one man or more</td>
<td>120</td>
<td>49.6</td>
</tr>
<tr>
<td>(23.5 per cent or 28 of the PR departments above retain outside counsel either on a continuing or special assignment basis.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retain outside counsel on continuing or special assignment basis, but have no internal PR department</td>
<td>3</td>
<td>1.2</td>
</tr>
</tbody>
</table>
1. **Number of Persons Employed**

(Based on replies from the 108 companies with PR departments which answered this question.)

A. Including all employees engaged full-time and part-time in public relations activities:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>91</td>
<td>83.5</td>
</tr>
<tr>
<td>6-10</td>
<td>10</td>
<td>9.2</td>
</tr>
<tr>
<td>11-15</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>16-20</td>
<td>2</td>
<td>1.9</td>
</tr>
<tr>
<td>21-25</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>66-70</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>71-75</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>246-250</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>295-300</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>109</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Number of 1, 2, 3, 4, and 5-man departments:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>48</td>
<td>44.4</td>
</tr>
<tr>
<td>2</td>
<td>23</td>
<td>21.3</td>
</tr>
<tr>
<td>3</td>
<td>12</td>
<td>11.1</td>
</tr>
<tr>
<td>4</td>
<td>7</td>
<td>6.5</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>91</td>
<td>84.2</td>
</tr>
</tbody>
</table>

Seventy-one or 65.7 per cent of the 108 departments are staffed with one or two persons. Only 17 or 15.7 per cent of the 108 departments employ six or more persons.
B. Including only employees engaged full-time in public relations activities:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>53</td>
<td>85.4</td>
</tr>
<tr>
<td>6-10</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>16-20</td>
<td>3</td>
<td>4.9</td>
</tr>
<tr>
<td>66-70</td>
<td>1</td>
<td>1.6</td>
</tr>
<tr>
<td>71-75</td>
<td>1</td>
<td>1.6</td>
</tr>
<tr>
<td>246-250</td>
<td>1</td>
<td>1.6</td>
</tr>
<tr>
<td>295-300</td>
<td>1</td>
<td>1.6</td>
</tr>
<tr>
<td></td>
<td>62</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Number of 1, 2, 3, 4, and 5-man departments:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>23</td>
<td>37.7</td>
</tr>
<tr>
<td>2</td>
<td>14</td>
<td>22.9</td>
</tr>
<tr>
<td>3</td>
<td>9</td>
<td>14.7</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>5</td>
<td>3</td>
<td>4.9</td>
</tr>
<tr>
<td></td>
<td>53</td>
<td>86.9</td>
</tr>
</tbody>
</table>

Thirty-seven or 60.7 per cent of the 61 PR departments are staffed with only one or two persons. Only six or 9.8 per cent of the 61 departments employ six or more persons.
2. **Expansion or Contraction in PR Activities During Last Five Years**

(Based on replies from 116 companies with PR departments which answered this question.)

<table>
<thead>
<tr>
<th>No. Companies</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanded</td>
<td>78</td>
</tr>
<tr>
<td>Contracted</td>
<td>1</td>
</tr>
<tr>
<td>No change</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>116</td>
</tr>
</tbody>
</table>

(Based on replies from six companies which do not have internal PR departments and do not retain counsel, but which answered this question.)

<table>
<thead>
<tr>
<th>No. Companies</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanded</td>
<td>1</td>
</tr>
<tr>
<td>No change</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>
3. **Emphasis Planned for PR Programs During Next Five Years**

(Based on replies from 115 companies with PR departments which answered this question.)

<table>
<thead>
<tr>
<th></th>
<th>No. Companies</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>More emphasis</td>
<td>80</td>
<td>69.6</td>
</tr>
<tr>
<td>Same emphasis</td>
<td>35</td>
<td>30.4</td>
</tr>
<tr>
<td></td>
<td>115</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Based on replies from five companies which do not have internal PR departments and do not retain counsel, but which answered this question.)

<table>
<thead>
<tr>
<th></th>
<th>No. Companies</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>More emphasis</td>
<td>4</td>
<td>80.0</td>
</tr>
<tr>
<td>Same emphasis</td>
<td>1</td>
<td>20.0</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4. Years PR Departments Were Created

(Based on replies from 82 companies with PR departments which answered this question.)

<table>
<thead>
<tr>
<th>Years</th>
<th>No. Departments</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950-55</td>
<td>40</td>
<td>48.8</td>
</tr>
<tr>
<td>1945-50</td>
<td>15</td>
<td>18.3</td>
</tr>
<tr>
<td>1940-45</td>
<td>8</td>
<td>9.8</td>
</tr>
<tr>
<td>1935-40</td>
<td>7</td>
<td>8.5</td>
</tr>
<tr>
<td>1930-35</td>
<td>7</td>
<td>8.5</td>
</tr>
<tr>
<td>1925-30</td>
<td>4</td>
<td>4.9</td>
</tr>
<tr>
<td>1920-25</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td>82</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Fifty-five (67.1 per cent) of the 82 companies started their PR departments during 1945 or later.
5. **Years Companies Engaged Outside PR Counsel**

(Based on replies from 31 companies which do or do not have internal PR departments, but which retain counsel either continuously or for special assignments.)

<table>
<thead>
<tr>
<th>Years</th>
<th>No. Companies</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950-55</td>
<td>20</td>
<td>64.5</td>
</tr>
<tr>
<td>1945-50</td>
<td>3</td>
<td>9.7</td>
</tr>
<tr>
<td>1940-45</td>
<td>2</td>
<td>6.5</td>
</tr>
<tr>
<td>1935-40</td>
<td>1</td>
<td>3.2</td>
</tr>
<tr>
<td>1930-35</td>
<td>4</td>
<td>12.9</td>
</tr>
<tr>
<td>1925-30</td>
<td>1</td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>100.0</td>
</tr>
</tbody>
</table>
6. **Age of Persons Who Work in PR Departments**

A. Twenty-five men and women in charge of their company's PR departments:

<table>
<thead>
<tr>
<th>Age in Years</th>
<th>No. Dept. Heads</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-35</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>36-40</td>
<td>4</td>
<td>16.0</td>
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<tr>
<td>41-45</td>
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<td>46-50</td>
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<td>51-55</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>56-60</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>61-65</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(The median age level is within the 41 to 45 range.)

B. Forty key subordinates:

<table>
<thead>
<tr>
<th>Age in Years</th>
<th>No. Subordinates</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>25-30</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>31-35</td>
<td>6</td>
<td>15.0</td>
</tr>
<tr>
<td>36-40</td>
<td>8</td>
<td>20.0</td>
</tr>
<tr>
<td>41-45</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>46-50</td>
<td>14</td>
<td>35.0</td>
</tr>
<tr>
<td>51-55</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>60-65</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(The median age level is within the 36 to 40 range.)
7. **Number of Years of Schooling of Persons Working in PR Departments**

A. Twenty-five men and women in charge of their company's PR department:

<table>
<thead>
<tr>
<th>Education Completed</th>
<th>No. of Dept. Heads</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school or less</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>2 year's of college</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>3 year's of college</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>13</td>
<td>52.0</td>
</tr>
<tr>
<td>Work beyond master's degree</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>

B. Forty key subordinates:

<table>
<thead>
<tr>
<th>Education Completed</th>
<th>No. of Dept. Heads</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school or less</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>1-2 year's of college</td>
<td>7</td>
<td>17.5</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>22</td>
<td>55.0</td>
</tr>
<tr>
<td>Master's degree</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Work beyond master's degree</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td></td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>
8. **Subjects Majored in by PR Department Heads and Personnel When in College**

A. Seventeen* men and women in charge of their company's PR departments:

<table>
<thead>
<tr>
<th>Major</th>
<th>No. of Dept. Heads</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>1</td>
<td>5.55</td>
</tr>
<tr>
<td>Journalism</td>
<td>3</td>
<td>16.77</td>
</tr>
<tr>
<td>Law</td>
<td>2</td>
<td>11.11</td>
</tr>
<tr>
<td>History</td>
<td>2</td>
<td>11.11</td>
</tr>
<tr>
<td>Engineering</td>
<td>3</td>
<td>16.77</td>
</tr>
<tr>
<td>Economics</td>
<td>2</td>
<td>11.11</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>4</td>
<td>22.21</td>
</tr>
<tr>
<td>Advertising</td>
<td>1</td>
<td>5.55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>100.18</strong></td>
</tr>
</tbody>
</table>

*One DPR listed two majors.*
B. Thirty key subordinates:

<table>
<thead>
<tr>
<th>Major</th>
<th>No. of Subordinates</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>4</td>
<td>11.7</td>
</tr>
<tr>
<td>Journalism</td>
<td>9</td>
<td>26.4</td>
</tr>
<tr>
<td>Engineering</td>
<td>1</td>
<td>3.0</td>
</tr>
<tr>
<td>Economics</td>
<td>5</td>
<td>14.7</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>5</td>
<td>14.7</td>
</tr>
<tr>
<td>Advertising</td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>Education</td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>Design</td>
<td>1</td>
<td>3.0</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>5</td>
<td>14.7</td>
</tr>
<tr>
<td></td>
<td>34</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Four subordinates listed two majors.*
9. **Subjects Minored in by PR Department Heads and Personnel When in College**

A. Ten men and women in charge of their company's PR departments:

<table>
<thead>
<tr>
<th>Minor</th>
<th>No. of Dept. Heads</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journalism</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Economics</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Psychology</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Philosophy</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Science</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Music</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Languages</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Advertising</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Education</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>
B. Sixteen* key subordinates:

<table>
<thead>
<tr>
<th>Minor</th>
<th>No. of Subordinates</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journalism</td>
<td>2</td>
<td>11.1</td>
</tr>
<tr>
<td>Economics</td>
<td>2</td>
<td>11.1</td>
</tr>
<tr>
<td>Art</td>
<td>1</td>
<td>5.6</td>
</tr>
<tr>
<td>Marketing</td>
<td>1</td>
<td>5.6</td>
</tr>
<tr>
<td>Speech</td>
<td>1</td>
<td>5.6</td>
</tr>
<tr>
<td>English, Liberal Arts</td>
<td>8</td>
<td>44.4</td>
</tr>
<tr>
<td>Mathematics</td>
<td>1</td>
<td>5.6</td>
</tr>
<tr>
<td>Business Administration</td>
<td>1</td>
<td>5.6</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>1</td>
<td>5.6</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>100.2</td>
</tr>
</tbody>
</table>

*Two subordinates listed two minors.
10. **Number of Years PR Department Heads Have Held Their Present Positions**

<table>
<thead>
<tr>
<th>Years</th>
<th>No. of Dept. Heads</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>1-5</td>
<td>12</td>
<td>48.0</td>
</tr>
<tr>
<td>6-10</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>11-15</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>16-20</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>21-25</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>
### 11. Titles by Which the Heads of PR Departments Are Designated

<table>
<thead>
<tr>
<th>Title</th>
<th>No. Companies</th>
<th>Per cent Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Public Relations</td>
<td>11</td>
<td>44.0</td>
</tr>
<tr>
<td>Vice President</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Assistant to the President</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Director of Personnel</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Director of Publicity</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Director of Public Information</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Manager, Advertising and Public Relations</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Treasurer</td>
<td>1</td>
<td>4.0</td>
</tr>
</tbody>
</table>
12. **Officer in the Company to Whom the Head of PR Department Reports**

<table>
<thead>
<tr>
<th>Title of Officers</th>
<th>No. of Dept. Heads</th>
<th>Per cent Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>11</td>
<td>44.0</td>
</tr>
<tr>
<td>Vice President</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Chairman</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Executive Vice President</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Assistant Vice President</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Assistant to the President</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>General Manager</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Vice President in Charge of Sales</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Vice President—Production</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Vice President—Finance</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Vice President—Industrial Relations</td>
<td>1</td>
<td>4.0</td>
</tr>
</tbody>
</table>

25 100.0
### Top Salaries Paid in 21 PR Departments

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>No. of DPR's</th>
<th>Per cent of DPR's</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,000 - 9,999</td>
<td>2</td>
<td>9.5</td>
</tr>
<tr>
<td>10,000 - 11,999</td>
<td>5</td>
<td>23.8</td>
</tr>
<tr>
<td>12,000 - 14,999</td>
<td>4</td>
<td>19.1</td>
</tr>
<tr>
<td>15,000 - 24,999</td>
<td>5</td>
<td>23.8</td>
</tr>
<tr>
<td>25,000 and over</td>
<td>5</td>
<td>23.8</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>100.0</td>
</tr>
</tbody>
</table>
## 14. Previous Working Experience of PR Personnel

### A. Twenty-five department heads:

<table>
<thead>
<tr>
<th>Type of Job</th>
<th>No. Persons</th>
<th>Per cent Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>PR work with present company or some other company</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Newspaper reporting or editing</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Advertising</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Sales or merchandising</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Administrative or managerial</td>
<td>5</td>
<td>20.0</td>
</tr>
<tr>
<td>PR counsel</td>
<td>5</td>
<td>20.0</td>
</tr>
<tr>
<td>General and factory labor</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Industrial relations and personnel</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Government</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Company publications</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Trade association</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Banking</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Engineering</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Accounting</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Theatrical work</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Stenographic and clerical</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Commercial research</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Radio or television</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Type of Job</td>
<td>No. Persons</td>
<td>Per cent Persons</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------</td>
<td>------------------</td>
</tr>
<tr>
<td>College public relations</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Quality control</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Economic service firm</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Union</td>
<td>1</td>
<td>4.0</td>
</tr>
</tbody>
</table>
B. Forty key subordinates:

<table>
<thead>
<tr>
<th>Type of Job</th>
<th>No. Persons</th>
<th>Per cent Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspaper reporting or editing</td>
<td>13</td>
<td>32.5</td>
</tr>
<tr>
<td>PR work with present company or some other company</td>
<td>9</td>
<td>22.5</td>
</tr>
<tr>
<td>Sales or merchandising</td>
<td>8</td>
<td>20.0</td>
</tr>
<tr>
<td>Company publications</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Education</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Advertising</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Administrative or managerial</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Theatrical</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Government</td>
<td>2</td>
<td>5.0</td>
</tr>
<tr>
<td>Insurance</td>
<td>2</td>
<td>5.0</td>
</tr>
<tr>
<td>Recreation</td>
<td>2</td>
<td>5.0</td>
</tr>
<tr>
<td>Accounting</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>PR counsel</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Welfare work</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Radio</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Market research</td>
<td>1</td>
<td>2.5</td>
</tr>
</tbody>
</table>
15. **Talents, Traits, and Experiences Designated as Most Valuable to 25 DPR's**

<table>
<thead>
<tr>
<th>Ability, Talent Experiences</th>
<th>No. Mentions</th>
<th>Per cent of Total Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications experience and talents:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to write</td>
<td>12</td>
<td>48.0</td>
</tr>
<tr>
<td>Ability to express self orally</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Ability to analyze, evaluate, and report</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Broad understanding of tools of profession</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Ability to handle people:</td>
<td>16</td>
<td>64.0</td>
</tr>
<tr>
<td>Thorough understanding of people and ability to get along with them</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Ability to select right people for right jobs</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Respect for opinions of others</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Ability to sell public relations to management</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Experiences in human relations</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Previous working experience:</td>
<td>13</td>
<td>52.0</td>
</tr>
<tr>
<td>Versatility</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Administrative experience</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Theatrical experience</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Research experience</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Sales experience</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Advertising experience</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Ability, Talent Experiences</td>
<td>No. Mentions</td>
<td>Per cent of Total Comments</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>-------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Business experience</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Experience with unions as well as management</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Ability to cope with problems:</td>
<td>11</td>
<td>44.0</td>
</tr>
<tr>
<td>Capacity for broad public relations thinking, planning and action</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Mature judgment</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Ability to act quickly</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Public relations instinct</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Ability to translate theory into practical application</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Thorough knowledge of company, its policies, its products:</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>Education:</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Possession of college degree</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Study of economics</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Study of statistics</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Miscellaneous:</td>
<td>11</td>
<td>44.0</td>
</tr>
<tr>
<td>Ability to work well with other departments</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Acquaintanceship with persons who are in a position to interpret public attitudes</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Initiative and enthusiasm</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Ingenuity</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Good taste</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Ability, Talent Experiences</td>
<td>No. Mentions</td>
<td>Per cent of Total Comments</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>High moral code</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Endurance</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Broad knowledge of political, social, and economic trends</td>
<td>1</td>
<td>4.0</td>
</tr>
</tbody>
</table>
16. Activities Performed by 25 DPR's

(Based on the jobs, duties, and activities actually mentioned by PR department heads.)

<table>
<thead>
<tr>
<th>Activity</th>
<th>No. DPR's Mentioning</th>
<th>Per cent of Total DPR's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meets with or as a member of company's management or executive committee as an advisor and/or as a formulator of company policy</td>
<td>15</td>
<td>60.0</td>
</tr>
<tr>
<td>Edits or approves news releases written by a subordinate, but writes no releases himself</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>Serves as liaison man with the press</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Prepares news releases</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Supervises employee publications</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>Writes and edits employee publications</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Supervises advertising</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>Writes part or most of the stockholders' annual report, letters, and other communications</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Coordinates work on the stockholder report, etc.</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Screens requests and directs company welfare and charity contributions</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Arranges tours and open houses</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Supervises community activities</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Handles special events</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Activity</td>
<td>No. DPR's Mentioning</td>
<td>Per cent of Total DPR's</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Speaks before various publics</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Screens speech requests for top management</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Assists top management in finding source materials for speeches</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Edits speeches for top management</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Writes or revises public statements for top management</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Attends or arranges company representation at civic affairs</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Supervises Personnel department</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Stimulates sales</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Handles research activities</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Evaluates professional memberships of company personnel</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Negotiates labor contracts and deals with labor grievances</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Studies opportunities for expansion or mergers</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Handles governmental relations</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Handles tax matters</td>
<td>1</td>
<td>4.0</td>
</tr>
</tbody>
</table>
17. *Purposes for Which 25 Companies Have PR Departments or Programs*

(Based on replies from DPR's or policy statement.)

<table>
<thead>
<tr>
<th>Purposes</th>
<th>No. of DPR's Mentioning</th>
<th>Per cent of Total DPR's</th>
</tr>
</thead>
<tbody>
<tr>
<td>To assist management in formulating policies relating to various publics; to develop public relations programs and procedures, and to interpret to management public attitudes and opinions affecting the company.</td>
<td>16</td>
<td>64.0</td>
</tr>
<tr>
<td>To acquaint the various publics, through the means of communication at hand, with the company and its policies so as to build and maintain goodwill and productive relations with these publics.</td>
<td>16</td>
<td>64.0</td>
</tr>
<tr>
<td>To obtain customer acceptance of company products and increase sales by winning customer friendship or improving service.</td>
<td>9</td>
<td>36.0</td>
</tr>
<tr>
<td>To implement public relations policies set forth by management.</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>To create a favorable corporate image in the community in which the company operates.</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>To establish throughout the corporation an appreciation of the need for sound corporate and individual public relations policies and actions.</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Purposes</td>
<td>No. of DPR's Mentioning</td>
<td>Per cent of Total DPR's</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>--------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>To serve other company departments with specialized skill and experience.</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>To take care of company functions which are not the responsibility of other departments.</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>To assume the responsibility for seeing that attitudes of the various publics toward the company are favorable.</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>To maintain a favorable relationship with unions and employees.</td>
<td>1</td>
<td>4.0</td>
</tr>
</tbody>
</table>
18. Publics, Ranked in Order of Importance by DPR's of 21 Companies

(Twenty-one of the 25 DPR's interviewed ranked their company's publics according to the order of importance they considered them to be to the company.)

Rank (No. times mentioned)

<table>
<thead>
<tr>
<th>Public</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
<th>5th</th>
<th>6th</th>
<th>7th</th>
<th>8th</th>
<th>9th</th>
<th>10th</th>
<th>Scale of Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>6</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>125</td>
</tr>
<tr>
<td>Customer</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td></td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>General public</td>
<td>7</td>
<td></td>
<td>1</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>98</td>
</tr>
<tr>
<td>Stockholder</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>83</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>48</td>
</tr>
<tr>
<td>Community</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>41</td>
</tr>
<tr>
<td>Government</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>Competition and industry</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>29</td>
</tr>
<tr>
<td>Media</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>23</td>
</tr>
<tr>
<td>Service clubs</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19</td>
</tr>
<tr>
<td>Church</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Women's clubs</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Supervisors</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Supplier</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Financial community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>
(If each first place ranking above is weighted with 10, each second place with a nine and so on in reverse order, the relative scale of importance can be determined by the figure in the extreme right column.)
19. **Areas in Which 25 PR Departments Are Active**

<table>
<thead>
<tr>
<th>Areas</th>
<th>No. of Depts.</th>
<th>Per cent Depts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publicity</td>
<td>21</td>
<td>85.0</td>
</tr>
<tr>
<td>General public</td>
<td>19</td>
<td>76.0</td>
</tr>
<tr>
<td>Employees</td>
<td>17</td>
<td>68.0</td>
</tr>
<tr>
<td>Stockholders</td>
<td>17</td>
<td>68.0</td>
</tr>
<tr>
<td>Community</td>
<td>16</td>
<td>64.0</td>
</tr>
<tr>
<td>Customers</td>
<td>13</td>
<td>52.0</td>
</tr>
<tr>
<td>Education</td>
<td>10</td>
<td>40.0</td>
</tr>
<tr>
<td>Government</td>
<td>7</td>
<td>28.0</td>
</tr>
<tr>
<td>Distributors</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td>Competition and/or</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers</td>
<td>2</td>
<td>8.0</td>
</tr>
</tbody>
</table>

(While publicity usually is considered the **one** common denominator of public relations, this study revealed that four companies never release news stories or make any effort to communicate with the external public. One of these corporations is a member-company of PRSA.)
20. **Per cent of Companies' Operating Budget Spent on PR**

(Based on replies from 14 companies which answered this question.)

<table>
<thead>
<tr>
<th>Per cent of Budget Spent on PR</th>
<th>No. Companies</th>
<th>Per cent Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1/10th of 1 per cent</td>
<td>2</td>
<td>14.3</td>
</tr>
<tr>
<td>1/10th to 2/10ths of 1 per cent</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>5/10ths to 6/10ths of 1 per cent</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>8/10ths to 9/10ths of 1 per cent (includes advertising)</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>9/10ths to 1 per cent</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>1 3/4 per cent (primarily advertising)</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>12 per cent</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>40 per cent (a trade association)</td>
<td>1</td>
<td>7.1</td>
</tr>
<tr>
<td>Part of administrative budget</td>
<td>6</td>
<td>42.9</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>99.9</td>
</tr>
</tbody>
</table>

(The response indicates that public relations expenditures, when related to the total operating budget, usually are microscopic. This is as true in the case of large companies with large public relations budgets, as in the instance of the small companies with limited PR budgets.)
21. **Extent to Which Research Techniques Are Used by 25 PR Departments**

<table>
<thead>
<tr>
<th>Type of Research</th>
<th>No. of PR Departments</th>
<th>Per cent of Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous</td>
<td>5</td>
<td>20.0</td>
</tr>
<tr>
<td>More or less regularly</td>
<td>7</td>
<td>28.0</td>
</tr>
<tr>
<td>Sporadic</td>
<td>5</td>
<td>25.0</td>
</tr>
<tr>
<td>Non-existent or virtually so</td>
<td>8</td>
<td>30.0</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>
22. Evaluation of 25 PR Departments Surveyed in Study

(Based on scope of company's public relations activity and adaption of accepted practices and principles to the company's specific public relations needs.)

<table>
<thead>
<tr>
<th>Rating</th>
<th>No. Departments</th>
<th>Per cent Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>9</td>
<td>36.0</td>
</tr>
<tr>
<td>Good</td>
<td>7</td>
<td>28.0</td>
</tr>
<tr>
<td>Fair</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
<td>Poor</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Public relations excellence, in general, is most often found in those companies which are intimately concerned with the general and/or consumer public—as opposed to those firms which deal with industrial goods. Size of companies also appears a factor in determining public relations excellence. Among the nine companies whose public relations departments are given an excellent rating, four have assets exceeding a half-billion dollars. Two, however, have assets of less than $35,000,000. On the other hand, all but one of the six departments given a poor rating have assets of less than $20,000,000).
23. **Attitude of Top Management in 25 Companies Toward the Public Relations Function**

(Based on an analysis of the stature of the public relations component within the company; on an examination of public relations policy statements; on an appraisal of public and intra-company speeches given by members of top management whose primary responsibility is not public relations; and on interviews with public relations heads who are in a position to interpret the views of top management toward public relations.)

<table>
<thead>
<tr>
<th>Rating</th>
<th>No. Companies</th>
<th>Per cent Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Favorable</td>
<td>10</td>
<td>40.0</td>
</tr>
<tr>
<td>Generally Favorable</td>
<td>7</td>
<td>28.0</td>
</tr>
<tr>
<td>Generally Unfavorable</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Very Unfavorable</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

(In general, managements of those companies which manufacture and/or distribute consumer goods and services or which are classified as transportation, financial, and utility (thus being closely aligned with the general and/or consumer public) are more favorably inclined toward the practice of public relations than are those companies which deal with industrial goods. In the above table, only two firms which manufacture industrial goods are included in the "very favorable" category. Four industrial goods manufacturers are placed in the "generally unfavorable" category.)
### 24. Relative Size of 25 Companies Surveyed in Study

<table>
<thead>
<tr>
<th>Assets</th>
<th>No. Companies</th>
<th>Per cent Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $20,000,000</td>
<td>7</td>
<td>28.0</td>
</tr>
<tr>
<td>$20,000,000-$100,000,000</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>$100,000,000-$500,000,000</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Over $500,000,000</td>
<td>4</td>
<td>16.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
1464 University Terrace
Ann Arbor, Michigan
August 8, 1955

Mr. Joseph Smith, Director
Public Relations Department
The Detroit Corporation
Detroit, Michigan

Dear Mr. Smith:

This is to advise you that the study, *A Brief History of Public Relations in Detroit Area Industry and Business (1900-1954)* and *a Contemporary Analysis of Public Relations As a Management Function in Detroit Area Companies*, is nearing completion.

The information which you contributed to this study is being used by me in the preparation of a thesis to be submitted this month in partial fulfillment of the requirement for a master's degree in the School of Public Relations and Communications of Boston University. If accepted by this institution, copies of the thesis will be placed in the library of the School of Public Relations and Communications of Boston University and in the Library of Congress.

Thank you very much for your kind cooperation, which helped greatly in making possible the preparation of this paper.

Sincerely yours,

David L. Lewis
January 25, 1955

Dear Sir:

Public relations, for some years, has been a function of Detroit area companies. Little, however, is authoritatively known of the evolution of public relations and the role of public relations as a management function in Detroit. This deficiency can be corrected upon the successful completion of a study being conducted by the Detroit chapter of the Public Relations Society of America.

This study is titled: A Brief History of Public Relations in Detroit Area Industry and Business (1900-1954) and a Contemporary Analysis of Public Relations As a Management Function in Detroit Area Companies. These are its objectives:

(1) to trace the history of public relations in Detroit area industry and business, (2) to determine the extent to which public relations is a management function, (3) to describe public relations personnel--their ages, educational backgrounds, and working experience, etc., (4) to determine the tools of public relations, how these tools are put to use, and the publics which they seek to influence, (5) to describe the specific jobs and activities of persons who work in public relations.

The study is being undertaken by David L. Lewis, an associate member of the Detroit chapter of PRSA, under the direction of the Detroit chapter's board of directors. Mr. Lewis, supervisor of an international youth program at Ford Motor Company, brings to his task excellent graduate training in both public relations and economic historical research. We expect him to come up with a first-rate report.

The attached questionnaire seeks basic public relations data. It is important to the success of the project that it be returned, even if there is but a notation that there is no public relations activity within your company. Following analysis of these returns, Mr. Lewis will interview public relations executives of approximately 25 Detroit area companies. These firms will be chosen on the basis of (1) size of the public relations department, and (2) kind of business in which the company is engaged. Except in the historical part of the study, individuals and companies will be discussed anonymously. We will appreciate your cooperation in making this study as meaningful as possible.

Sincerely,

Reuben Ryding, President
Detroit Chapter
Public Relations Society of America
A BRIEF HISTORY OF PUBLIC RELATIONS IN DETROIT AREA INDUSTRY AND BUSINESS (1900-1954) AND A CONTEMPORARY ANALYSIS OF PUBLIC RELATIONS AS A MANAGEMENT FUNCTION IN DETROIT AREA COMPANIES

1. Does your company have a department or an executive which is concerned with public relations? Yes____ No____

2. How many persons are employed in your company's public relations component(s)?
   
   Full-time_____ Part-time_____ Total _____
   Staff_________ Secretarial and Clerical____

3. Has your company expanded or contracted its public relations activities during the last five years?
   
   Expanded _____ Contracted _____ No Change _____

4. What emphasis does your company plan to place on public relations during the next five years?
   
   More emphasis_____ Less emphasis______ Same emphasis_____ 

5. In what year was your company's public relations component formally established? Year _____

6. If your company retains outside public relations counsel, in what year was such counsel engaged? Year _____

Name ____________________________
Title ____________________________
Company ____________________________
Dear Sir:

Two weeks ago, you and 285 other Detroit area executives were sent the enclosed questionnaire by the Detroit chapter of the Public Relations Society of America. More than 25-percent of you returned it promptly. As surveys go, that's not a bad return. But, with your help we can do a lot better; and make this study of Detroit industrial and business public relations much more meaningful.

If public relations is not an activity of your firm, we'd appreciate it if you'd simply mark "no" in answer to the first question; then return it to us. Just this minute amount of information is important to the success of the project, and we'd be grateful if you'd take a couple of seconds to make the check mark.

If your company does have a department or an executive which is concerned with public relations, it's all the more important that we hear from you. Unless we do, our history of public relations in the Detroit area and our analysis of public relations as a management function in Detroit won't be complete.

We'll be looking for your reply. And . . . thanks for your help.

Sincerely,

David L. Lewis, Supervisor
Industrial Arts Awards

Enclosure
Dear Sir:

The enclosed questionnaire recently was sent by the Detroit Chapter of the Public Relations Society of America to 286 Detroit area companies. A total of 178 -- or 62 per cent -- of them returned it. Maybe we should be satisfied with that return; most people would be. But we'd like to see it go higher. And that's why we're again sending this questionnaire to you.

If you don't have a public relations function, it won't take ten seconds to get this form back in the mail. If you do have a public relations operation, it shouldn't take a whole lot longer. Please let us hear from you. In doing so, you'll help us make our history and analysis of public relations in Detroit a great deal more meaningful.

Thanks.

Sincerely,

David L. Lewis, Supervisor
Industrial Arts Awards
GUIDE QUESTIONNAIRE FOR INTERVIEWS WITH PUBLIC RELATIONS REPRESENTATIVES OF SELECTED DETROIT AREA COMPANIES

I. General Organization

A. General history of department
B. Organization

1. Attach organizational chart (or name officer to whom director of public relations reports)

2. Function analysis of each section within a department
C. Relationship of public relations with other staff departments of company

1. Advertising

2. Sales

3. Legal

4. Industrial relations

5. Personnel

6. Purchasing

7. Finance

8. Others
D. Percentage of company's operating budget spent on public relations

E. Relationship to outside public relations counsel (if applicable)

1. Functions an outside counsel can perform that cannot be performed as well by company

F. Purpose of public relations department

1. General state of purpose

2. List specific objectives
G. Training of new personnel

1. Formal training

2. Informal training

II. Job Analysis---Director of Public Relations

A. Classification data

1. Name___________________________

2. Title___________________________

3. Age___________________________

4. Date became director____________

B. Education

1. Degrees earned______________________________

2. Major field of study__________________________

   Minor field of study___________________________
C. Previous working experience

1. In present company

2. In other companies

D. Talents, etc. requisite for directorship (in director's opinion, what talents, abilities, experience have proved most valuable in job)
E. Detailed analysis of director's function and duties

F. Salary range in department
III. Research

A. Does the company engage in research activities

1. If so, how many persons are involved

2. Activities which research department has conducted within the past three years

3. How were the findings used
IV. Media Analysis

A. How does your public relations department use these media

1. Newspapers

2. Magazines

3. Trade papers

4. Employee publications

5. Radio

6. Television

7. Direct mail

8. Personal speaking engagements

9. Other
B. Importance of publics

1. List in order of importance publics with which your department is concerned

C. Special public relations events with which your department is concerned

1. Exhibits and displays

2. Tours

3. Open house

4. Movies
7. Representation at conventions

8. Special programs

9. Other

V. Future of Department
VI. Public Relations Leaders

1. List America's five outstanding public relations contemporaries

2. List Detroit's five outstanding public relations contemporaries
PERSONAL DATA QUESTIONNAIRE FOR PR STAFF MEMBERS
(EXCLUDING PR DIRECTORS)

1. Age

2. Number of years of school completed

3. If attended college, what was your major

   major
   minor

4. List previous working experience (newspaper reporting or editing, sales, public relations work with another company, etc.)

   

   

Initials

Firm

(Information is needed for statistical purposes only; initials are requested to avoid possible confusion)
I. Objectives of the study:

A. History.
   1. To trace the history of public relations in Detroit area industry and business.

B. Analysis.
   1. To determine the extent to which public relations is a management function in Detroit industry and business.
   2. To describe Detroit's industrial and business public relations personnel—their ages, educational backgrounds, working experience, etc.
   3. To determine the tools of Detroit's industrial and business public relations functions, how these tools are put to use, and the publics which they seek to influence.
   4. To describe the specific jobs and activities of persons who work in Detroit's industrial and business public relations functions.

II. Study procedures.

A. History.
   1. Research among company records and archives, public libraries, special collections, etc.
   2. Interviews among veteran Detroit industrial and business public relations personnel and other Detroiters familiar with the early public relations scene.
   3. Correspondence and/or personal interviews with U. S. public relations figures who are familiar with Detroit's early public relations activity.

B. Analysis.
   1. One page "feeler" questionnaire, sent to all Detroit area companies, to determine which firms have public relations functions, size of public relations function, other basic
information; this questionnaire to be accompanied by a letter on FRSA stationery, explaining the reason for the survey and requesting cooperation from respondents.

2. Full-scale, detailed personal interviews with heads of representative industrial and business public relations functions; interviews to be guided by a questionnaire, so as to facilitate uniformity of answers, editing, and analysis.

   a. Bases for selecting representative companies.

      1) Size of public relations function.
      2) Type of business in which the firm is engaged.

   b. Type of data to be sought in personal interviews.

      1) Purpose for which the company has a public relations function (as defined by the top public relations representative).
      2) Publics to which the company appeals, ranked in order of importance by the top public relations representative.
      3) Tools, media, etc. by which the company appeals to its various publics; analysis of how these tools are used.
      4) Most frequent projects and activities carried out by the company's public relations function.
         a) Research and survey activities carried out by the company's public relations function.
      5) Expansion or contraction in public relations activities since 1950.
      6) Expansion or contraction in public relations activities planned prior to 1960.
      7) Relationships with other functions of the company (with emphasis on advertising, sales, legal, personnel, industrial relations, employee services).
         a) Title by which the head of the public relations function is designated.
         b) Company executive to whom the top public relations officer reports.
III. Conclusion

c) Highest management body of which the top public relations officer is a member.

d) Age, education, work experience, tenure, salary of top public relations officer; discussion of talents and traits which have been of value throughout career.

8) Size of public relations function, year established and formalized, length of time outside counsel retained.
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Burroughs, Edward T., assistant vice president, Michigan Bell Telephone Company.

Churley, Frank S., director of public relations, Federal-Mogul Corporation.

Craig, Charles W., public relations manager, Plymouth division, Chrysler Corporation.

Dunn, Robert O., manager, research and information services, Ford Motor Company.

Durbin, William A., director of public relations, Burroughs Corporation.

Fairfield, Frederic W., assistant manager, stockholder relations, Ford Motor Company.

Fisher, E. Dawson, special events manager, J.L. Hudson Company.

Gillespie, Ralph G., advertising and public relations manager, Brooks & Perkins, Inc.

Greene, H.B., secretary-treasurer, National Automotive Fibres, Inc.
Griffin, Hugh M., manager, publications, Wyandotte Chemical Corporation.

Hall, William B., vice president, Detroit Bank.

Hallas, Howard E., director of public relations, American Motors Corporation.


Howell, A.P., vice president, Manufacturers National Bank.

Hutchins, William B., director of public relations, Michigan Consolidated Gas Company.

Jensen, Don H., director of public relations, Square D Company.

Justin, C.A., vice president, George F. Alger Company.

King, T.B., staff assistant to public relations director, Packard division, Studebaker-Packard Corporation.

Krauseman, Art, photographic supervisor, Ford Motor Company.

Lewis, Herbert K., public relations director, Great Lakes Steel Corporation.

Maunders, James E., director of public relations, Bohn Aluminum & Brass Corporation.

McLaughlin, R.C., assistant to president, McLouth Steel Corporation.

Patterson, W. Calvin, vice president, Michigan Bell Telephone Company.

Reece, Fred C., general manager and treasurer, Detroit & Canada Tunnel Corporation.

Ryding, Reuben, owner, Reuben Ryding Public Relations Services.

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Talucci, D.A., public relations director, The Maccabees.
Tehan, Maurice F., vice president, Industrial National Bank.
Travis, Katherine C., vice president, Crowley, Milner & Company.
Tuttle, George, director of public information, Detroit Edison Company.
Wagner, Esther, advertising and publicity director, Demery's, Inc.
Wallace, Carson M., manager, automotive sales office, Budd Company.
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