

PROPOSED SHIFTS OF EMPHASIS  
IN CHEMICAL INDUSTRY COMMUNICATIONS ACTION PROGRAM (CHEMCAP)

The Long-Range Planning Task Group of the CMA Communications Committee, at a meeting September 25-26, 1981, undertook a thorough review of the industry's ChemCAP plan, found it still valid in its basic elements (for example, opinion research has shown that the program's objective is still on target) and recommended a number of "course corrections." At its meeting on October 14th, the Communications Committee reviewed the Task Group's findings and made the following recommendations:

1. Company/local participation: Since the CMA communications effort depends heavily on member company involvement to generate adequate impact on public opinion, it is recommended that...
  - a) More CMA staff and budget be devoted to working with Chemical Industry Councils to develop local and regional public support action. For example, CMA staff should cooperate with CICs, member firms and other CMA departments to hold workshops in each CIC region to cover program needs, strategies, materials available and how they can be used.
  - b) CMA consider offering ChemCAP materials in reasonable quantities at no cost to CICs for local distribution to community leaders, news people, etc.
  - c) CMA member companies consider extending greater support to CICs for public communications staffing and programming.
2. Speaker programs: Since member companies indicate a willingness to undertake new speaker programs--and expand existing ones--with a view toward reaching key local audiences and influence leaders, CMA should make greater staff guidance and other assistance available to member companies in this area--for instance, in holding speaking workshops at company offices.
  - \* It is also recommended that member company executives include the risk management message in all their own appropriate speeches, with a view toward further reassuring people on this critical point.
3. Developing more positive news coverage: Since negative reporting on chemical developments can undermine ChemCAP's constructive information efforts, it is recommended that...
  - a) CMA form "communications coalitions" with press organizations and relevant science-related groups to conduct a

series of background briefing sessions for news interests in New York City on "Science and the Press" issues (including waste disposal and ChemCAP's other public concern areas), thereby laying the foundations for a greater press understanding in these critical subject areas. CMA and member companies should also consider holding similar workshops in states with disposal site location problems or other pressing chemical issues. CMA would work closely with the American Industrial Health Council and other organizations to avoid duplication of effort.

- b) More member company executives become involved in briefing key press people on industry policies at both the national and local levels, and CMA arrange for personal briefing sessions with television network leaders and other key news contacts in New York City and Washington.
- c) News media tours: CMA's highly successful use of Science Advisory Group members on radio and television interview programs in cities across the country should be expanded and additional funds allocated for this purpose.
- d) CMA should increase its efforts to make a deeper impact on television, which is cited by 65% of people as their primary source of information, with a special program of regularly produced TV news clips and Public Service Announcements. Increased funding is recommended for this purpose.

e) Television entertainment: With TV "docu-dramas" and other entertainment programs apparently expanding their adverse use of chemical situations, it is recommended that CMA enlist the aid of expert consultants to study this problem and recommend a course of remedial action.

- 4. Generating public support for governmental action: Since nothing is more important to the attainment of our broad ChemCAP program objectives than day-to-day support of related governmental activities, CMA should devote further resources to public support programming for government relations objectives, as in materials preparation and placement with news contacts and issue advertising.

\* State/local action: As environmentalist pressure shifts to state capitals and city halls, it is recommended that CMA and member companies include provisions for communications programming in their planning for remedial action. The Committee is concerned that environmentalist extremists may be able to use media tactics to create a stampede effect for state and local governmental action and that the industry must prepare to cope with this prospect. Therefore, the Committee recommends that CMA monitor the activities and publications of environmental groups to prepare for and take any needed counter-action.

5. Emerging issues: CMA should begin explorations immediately to set up a new group of those industry experts who now work in trend analysis and issue forecasting, to develop a consensus of viewpoints and guidance for both communications and general executives on emerging issues in the chemical field. This effort should be closely correlated with all CMA committees and groups who have an interest in this field.
  
6. Organization liaison: Since nothing adds more credibility to our programming than having "third party" authorities speak out on behalf of our objectives, we recommend that CMA increase its efforts to develop involvement in our programming by such important public groups as farm organizations and medical and bar associations--placing speakers on their national platforms, writing articles for their national publications, helping them prepare local program kits, etc.
  - \* Materials distribution: CMA should aim for and fund more massive direct distribution of ChemCAP materials to national influence leaders and organizations representing political actives.
  
7. Science advocacy: CMA should explore with scientific organizations the enlistment of their resources and spokesmen in speaking out on behalf of scientific progress, technological change and economic expansion.
  - \* More member companies should put their scientists and technical experts to work speaking out in the same subject areas and defending their industry.
  
8. Advertising: The current print campaign should be extended, with ads being issued regularly (roughly once a month), featuring employees speaking out on how they protect people and the environment in their work. Ten percent of the present ChemCAP advertising budget should also continue to be devoted to "issue advertising," thereby supporting governmental action objectives and setting the record straight on misrepresentations and distortions about the industry.
 

Meanwhile, it is recommended that CMA proceed with the exploration of television advertising in this sequence:

  - a) Development of message: Immediately begin to develop and test possible television commercial message vehicles, thereby ascertaining the most effective way to express and communicate the ChemCAP message on TV.
  - b) Pilot community testing: Proceed with a full-scale pilot test of selected television messages to ascertain

whether and at what levels the industry should undertake a national television advertising effort. The funding for this effort, estimated at \$450,000, should be drawn, if at all possible, from the existing backlog of unspent ChemCAP funds appropriated earlier for this purpose.

The Board would be kept informed of test progress and conclusions from this test would be submitted to the Board for discussion and approval of any followup action. (Advertising testing could postpone actual broadcasting until as late as September of 1983.)

9. Program funding: It is recommended that the present ChemCAP budget of \$3.96 million be increased in the 1982-83 budget year, as last year, by 10% as an offset for inflation--with the entire increase of \$396,000 being devoted to non-advertising programming. This would fund the several earlier recommendations for additional public support programming. The current year's advertising budget of \$2,631,900 would thus remain constant in the new year, and the ratio of ChemCAP advertising versus non-advertising spending would shift from the present 67-33 ratio to 60-40.

\* Regarding manpower, it is recommended that the CMA Board approve such additional personnel positions as may be needed to carry out the recommended shifts in emphasis to direct public support programming.

10. Timing: While these recommendations focus on CMA's new budget year beginning June 1, 1982, the Committee urges immediate implementation of whatever program and personnel changes can be made within present budget limitations.