PUBLIC RELATIONS AT THE
DR PEPPER COMPANY

THESIS

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By

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The problem of this study was to examine the community, stockholder, and consumer public relations of the Dr Pepper Company.

The data were collected by an examination of the major areas in Dr Pepper's public relations department. Detailed questionnaires were used in interviewing the department's head, Harry Ellis, and his assistant, Jim Ball. Follow-up interviews clarified Ball's and Ellis's responses to the questionnaires.

Chapter I introduces the thesis. Chapter II presents information about Dr Pepper's consumer relations, Chapter III presents data about stockholder relations, and Chapter IV presents information about community relations. Chapter V summarizes the study and makes conclusions and recommendations.

Dr Pepper's overriding weakness was the lack of pre- or post-testing of its public relations efforts; and its strengths are that it has never been accused of doing misleading advertising and it labels its products so that the consumer knows its content.

The recommendation was made to expand and departmentalize the public relations operation.
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CHAPTER I

INTRODUCTION

Public relations is not the old-time circus barker, nor is it devoted to public exploitation. It is one of the most often referred-to professions, but one that is least understood. When practiced properly, public relations can be, in fact, a communication science.

Public relations is not a profession that waves wands and, hence, effects miracles. It is rather, a profession that requires patient investigation and then imaginative and logical action based on the fundamental realities involved. Public relations is the art of commercial diplomacy—an essential service to industry (9, p. 9).

The meaning of public relations in our economic, social, and political life is not clearly understood by the public and in many cases by corporate management. Public relations has been described as "the invisible sell," "the engineering of consent," and "projecting the corporate image." Its practitioners have been referred to as "press agents," "image merchants," and "hidden persuaders" (2, p. 1).

Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an organization with
the public interest, and executes a program of action to earn public understanding and acceptance (2, p. 4).

The term "corporate public relations" is often equated with questionable business practices, trickery, and obfuscation. This situation is not surprising, because the true function of corporate public relations is understood by few people. Public relations is simply an unclear term. Perhaps "relations with the public" would be a better expression. Then the negative connotation of the term would be gone and perhaps honest public relations practitioners could be about their business.

The phrase "public relations" has a negative connotation, because all sorts of charlatans have used the term to describe themselves when they would have better been labeled "fixers," "under-the-counter dealers," or "press agents."

Corporate public relations refers to the relations a corporation carries on with its many publics. Effective public relations is being practiced when a corporation consistently makes a concerted effort to communicate to its publics and to be communicated to. When an individual fully understands what corporate public relations is, he will recognize it as a communication science. This view is the impetus for this thesis.

In order to give even a deeper understanding of public relations, one would need to examine the four basic elements that go into the make-up of public relations:
The first basic element of a sound public relations program is a social philosophy of management which places the interests of people first in all matters pertaining to the conduct of the organization. This social philosophy assumes that an organization has a right to operate conferred on it by the public, and this privilege may be withdrawn at any time. This philosophy assumes that an institution functions to serve the primary needs of people dependent upon it for employment, wages, income, goods and services, and social or spiritual satisfactions. This principle of public service is the foundation of the modern conception of public relations.

The second basic element of public relations is the expression of a social philosophy in policy decisions. Every institution has policies that state a settled course of action to be followed by management in dealing with problems that arise in the conduct of the enterprise. Decisions as to these policies are made by top management or a policy committee, and cover a wide range of functions. To achieve good public relations, policy decisions should reflect the social philosophy of serving the public interest.

The third basic element of public relations is the action resulting from the administration of policies which reflect the social philosophy of management. Policy statements, even though they express the intent of management to serve the public interest, are not enough to earn the goodwill of the public. Policy decisions must be expressed in appropriate action or put into practice in relations with the public.

Institutions are judged by what they do, not by what they say in policy statements. "Public relations is the philosophy of doing things people like and doing them the way they like. The doing is more important than the saying," said Paul W. Garrett, pioneer of public relations.

The fourth basic element of public relations is communication to the public which reveals, explains, defends, or promotes an organization's policies and acts in order to secure its understanding and goodwill. Communication of policies is essential to make the public understand and appreciate what a corporation or organization is doing for the public welfare. This does not mean bragging or pompous self-praise, but rather the
straightforward communication of policies and practices to the public (2, pp. 5-10).

Statement of the Problem

The problem of this study was to examine the community, stockholder, and consumer public relations of the Dr Pepper Company.

Purposes of the Study

The purposes of this study were (1) to analyze the public relations activities of a major United States company, and (2) to evaluate those activities so that better corporate public relations can be practiced in the future.

Questions to be Answered

1. Does Dr Pepper pre-test its public relations programs?

2. Does Dr Pepper post-test its public relations programs?

These two questions were asked to test whether Dr Pepper public relations practitioners regularly seek feedback about their communications efforts. Pre-testing before launching an expensive, crucial public relations campaign is likely to prove economical in the long run. Post-testing will uncover mistakes that need not be repeated and points the way to improved techniques (3, p. 266).
3. Is Dr Pepper practicing positive public relations with regard to the consumer, community, and stockholder publics?

4. What, if any, are the deficiencies in the Dr Pepper public relations program?

5. What can be done to rectify any public relations deficiencies at Dr Pepper?

Previous Studies

Studies similar to this thesis were performed in 1964 by David L. Degler at Ohio University and by Elaine Frances Blaylock at the University of Kansas.

Degler's study was designed to determine how the Chrysler Corporation evaluates public relations and how its public relations department carried on any public opinion research or any research to evaluate the department's effectiveness (5, p. 71).

The study further sought to determine whether or not Chrysler's public relations department was keeping par with practices generally accepted in the field of public relations. Once all public relations data were gathered, Chrysler's programs and practices were compared with those recommended in public relations textbooks (5, p. 71).

The comparison of Chrysler's public relations department with accepted standards and practices showed that Chrysler's department might be improved by employing
research methods to determine public opinion and the effect work of the public relations department had on public opinion (5, p. 71).

Blaylock did a study of the public relations program of the Spencer Chemical Company. She used Cutlip and Center's book, *Effective Public Relations*, as a criterion. In this book, Cutlip and Center state that the public relations process should be made up of four basic steps—research-listening, planning-decision making, communication, and evaluation. Blaylock's study attempted to discover if these four steps were being used in the public relations program of the Spencer Chemical Company (5, p. 54).

Judging against the four steps outlined by Cutlip and Center, Blaylock concluded that the company was doing a good job in planning its program and in communicating with its publics, but that additional emphasis was needed on research (5, p. 54).

In 1965, Hamilton Grazier Moore wrote a dissertation at the University of Illinois entitled *An Evaluation of the Art and Techniques of Corporate Public Relations as Practiced by the Georgia Power Company*. The basic premise of this study was that the successful public relations program for any institution must begin with and be governed by the attitudes and opinions of its various publics. The three basic categories of the communication process are the methods which the company employs (1) in getting information to help
the company understand, (2) in determining methods of reaching the company's publics; and (3) in determining the effect of the company's communication. It was in this third step, public opinion research, that Georgia Power Company showed its most striking weakness (10, p. 24).

In 1967, Robert A. Sullivan wrote a thesis at the University of Wisconsin entitled *The Evolution of a Public Relations Function: Parker Pen Company 1946-1966*. This study attempted to show that the public relations function, like the corporation, has its roots in a larger social system. Evidence showed that the corporate environment is a field of forces which contains causal mechanisms that impose important choices for management.

There was among institutions relating to the corporation, a depending interdependence between social, economic, and political facets of society. The upshot of all this was that the environmental texture of the firm shaped by the growth of science and technology has changed in just those ways which have made life for corporate management most problematical.

Using the institutional method of research, all aspects of the Parker public relations function were investigated. This included employee communications, stockholder communications, community relations, dealer and customer relations, relations with international subsidiaries, and government relations. Primary sources included a combination of direct
observation, interviewing, correspondence with former Parker executives, and current archive files.

The public relations function at Parker emerged in 1946, and grew to maturity during the period 1950-1958. However, shortly after the 1958 recession, public relations activities at Parker were curtailed. Since 1960, the department has been characterized by numerous personnel changes, movement up and down the corporate organization chart, and confusion regarding reporting channels and responsibilities.

The following forces were found to be most influential in nurturing and molding the place and purpose of the public relations function at Parker:

1. The attitudes of top management toward the function of public relations (management concept).
2. The capabilities and personalities of the public relations director and department members.
3. General organizational structure and policy.
4. Company traditions, goals, and objectives.
5. Company products and market areas.
6. Company size and location.
7. Big government (7, pp. 159-160).

In 1970, Jimmie B. Finkelstein wrote a thesis at the University of Wisconsin, entitled Public Relations at Central Illinois Public Service Company: A Case Study. This thesis was a case study of the public relations function within a single utility company--Central Illinois Public Service Company (CIPS). CIPS is a medium-sized utility company
serving approximately 250,000 customers in central and southern Illinois.

The study focused on public relations at CIPS from 1955 to 1970. But to place the primary subject in context, an overview of the development of the power industry and its use of public relations was presented. Industry-wide public relations problems were included throughout the thesis. Management attitude toward public relations, contributions to the program by key personnel, and the "nuts and bolts" activities of the department were emphasized. Continuing public opinion surveys were used to reflect the steady climb of public regard for the company from an extremely low point in the mid-1950's to well above the industry average today.

The evidence pointed to programs begun by the public relations department as a prime factor in this great change in public attitude. With strong support from management, Jay Paul Wade, the manager of advertising and public relations (now a vice-president), and the public relations department were credited with instilling "PR-mindedness" throughout the company and returning employee pride and teamwork to CIPS (8, p. 66).

Limitations

This study will be limited to an evaluation of the public relations program as practiced by the Dallas office
of the Dr Pepper Company. This limitation was imposed because Dallas is the corporate headquarters of Dr Pepper, and thus the source of public relations policy.

Basic Assumptions

Permission for this study was obtained from Harry Ellis, Vice-President for Public Relations at Dr Pepper. Ellis, along with his assistant, Jim Ball, assured the researcher of their full cooperation in the investigation. It is assumed that the information gathered is accurate, and that an organization does not open its doors to an exploratory study if it intends to hide anything.

Criteria for the Evaluation of Data

In this thesis particular attention was paid to the Dr Pepper Company's relations with its community, consumer, and stockholder publics. The criteria on which to evaluate the company's activities were drawn up so that they could be compared with what Dr Pepper is doing.

The following criteria for consumer public relations was taken from the 1968 edition of PR Principles, Cases and Problems by Bertrand R. Canfield. Canfield is the director of the Distribution Division Public Relations for the Babson Institute of Business Administration.

1. To see that all statements made to consumers concerning price, value, service, and quality are truthful and unexaggerated.
2. To improve consumer service by more satisfactory handling of complaints and by analysis
of complaints to discover what causes them, and to correct deficiencies in operation, procedure, or policy.

3. To educate employees to give prompt, accurate, courteous, personal, and friendly service to consumers.

4. To label products with specific data in understandable terms so as to aid consumers to understand the quality and characteristics of the products.

5. To cooperate with groups representing consumers in their efforts to inform and educate consumers in recognizing product content.

6. To maintain and develop relations with home economics teachers, food editors, and writers (2, p. 157).

The following criteria for effective stockholder relations were set down in a talk to the American Management Association by Richard Cheney, vice-president and financial relations specialist of Hill and Knowlton, Inc.:

1. Management should clearly establish its investor relations policy. Every company's policy should contain certain basic elements--an acknowledgment of management's responsibility to the owners of the business, its obligation to keep them fully and promptly informed, and its responsibility to answer their questions and study their suggestions and views. At the same time management has a responsibility not to damage the share owners' interest by giving away business secrets.

2. Management should have clearly defined procedures for dealing with its responsibility to investors. The responsibility for investor relations belongs to the chief executive officer. In a corporation of any size, he may very well delegate that responsibility. If he does so, he should assure that a single official remains responsible for overseeing the two-way flow of communications between the owners and management, and assure further that the company's investor relations policy is carried out. In a company of any size, the head of an investor section of the public relations department often can logically assume this function.

3. Be sure the general advertising and public relations effort is the kind that the owners
will be proud of. Owners like to see advertising that sells them. They like to read and hear news about the company that shows it is progressive and moving ahead.

4. Make sure that the investor relations program provides for listening as well as talking. Management should attempt to learn what investors think of the way they operate the company and of how they communicate with the owners.

5. A good investor relations program should have style. An example of this is the annual report which should reflect the views of management (4, pp. 143-144).

The following criteria for community relations are those of the Westinghouse Corporation which is considered by the authors of the Dartnell Public Relations Handbook to be a leader in this area:

1. To demonstrate that the local plant is not just a branch of a large corporation, but is a local business which fully accepts and willingly acts upon its local obligations and interests.
2. To maintain harmonious relationships with community leaders, based on a spirit of mutual respect and interest.
3. To keep the local community fully informed of what the company is doing and trying to do and why, to the end that the best understanding and appreciation of the company's activities will be achieved.
4. To create an employee climate conducive to efficient and uninterrupted operations, and attraction of the most desirable people of the community as employees.
5. To aid the community in maintaining itself as a desirable place in which to live and work, and with full recognition of its obligations to its industrial citizens (1, p. 368).

Methods of Analyzing the Data

The data were collected by a complete examination of the major public relations areas in Dr Pepper's public relations department. Ellis and Ball were personally
interviewed, using detailed questionnaires (See Appendixes A, B, and C), in order to collect the needed data. Follow-up interviews clarified Ball and Ellis's responses to the questionnaires.

Once the data were collected from the questionnaires and the follow-up interviews held, the responses were compared with the criteria in order to determine the effectiveness of activities in each area.

The consumer relations questions were judged in the following order: question two was judged in light of criterion one; question one in light of criterion two; questions three, six, and seven in light of criterion three; questions four and six in light of criterion six; question five in light of criterion five; and question eight in light of criterion six.

In the area of stockholder relations, questions one and eight were judged in light of stockholder relations criterion one; questions two and three in light of criterion two; question four in light of criterion three; questions five, seven, and nine in light of criterion four; and question six in light of criterion five.

With regard to the community relations questionnaires, questions one, two, and seven were answered in light of criterion one; question four in light of criterion two; questions three and eight in light of criterion three;
questions five and six in light of criterion four; and question six in light of criterion five.

The rating of the answers in each area followed this practice. In the consumer relations section, there are eight questions. If the answer was evaluated to be a non-effective action, it was given a five-point rating; if it was evaluated to be doing an average public relations job, it was assigned fifteen points; and if the answer was considered to be doing a highly effective public relations job, it was assigned twenty-five points. The midpoints of ten and twenty were not used in the evaluation, but were used to give the observer an idea of where the answer lay. The highest possible score for the consumer area was 200 and the minimum 40, with 20 indicating an average effectiveness. Eighty was the midpoint between non-effective and average, and 160 was the midpoint between average effective and highly effective.

The criteria for relations with each public were obtained from recognized public relations sources.

Organization of the Study

Chapter II presents an analysis of the data collected about Dr Pepper's consumer relations; Chapter III presents information about stockholder relations; and Chapter IV presents data about community relations. Chapter V summarizes the study and makes conclusions and recommendations.


CHAPTER II

CONSUMER RELATIONS

The more than 200,000,000 men, women, and children who comprise the consumer public are the most important group in the American economy, because they determine the success or failure of every industrial and commercial enterprise in this country (1, p. 147).

Consumer relations is the responsibility of every person employed by a company that makes or markets consumer goods or services. Telephone operators, deliverymen, salesmen, and executives all have numerous opportunities in their business and personal contacts to create a good corporate image (1, p. 155).

Information about the consumer relations program at Dr Pepper was obtained by questions one through eight of the consumer relations questionnaire (see Appendix A) and by follow-up interviews designed to clarify all responses to the questionnaire.

The Consumer Questionnaire

**Question One**

With what speed are consumer complaints handled and investigated for cause?
Discussion of the Response.--All consumer complaints directed to the Dr Pepper office in Dallas are normally handled within two days. These complaints reach Dr Pepper in various forms. One way is in the form of written correspondence. Fifty letters a week are received from Dr Pepper consumers all over the country. Of these fifty letters, less than 5 per cent are complaints aimed at Dr Pepper, and 95 per cent are complimentary.

At the manufacturing and bottling end of the Dr Pepper operation, such as exists in Dallas, the public relations department will respond to a common complaint such as the lack of product availability. This is a major complaint that Dr Pepper receives.

When this complaint arises, the Dr Pepper public relations department will write the consumer informing him the name of his local bottler, his address, and his phone number. The Dr Pepper public relations department will then send a copy of the consumer's complaint to the local bottler, indicating to the bottler that he perhaps is not servicing the needs of the consumers in his area. This letter to the local bottler might also suggest that the bottler deliver some complimentary Dr Pepper to the complaining consumer.

The consumer's complaint letter, and the local bottler's response to Dr Pepper's public relations department are then
forwarded to the consumer in order to show him that a solution to his problem is being attempted.

The complimentary Dr Pepper is usually delivered to the complaining consumer by a field marketing representative. It is his job to determine if the local bottler has made Dr Pepper readily available to the consumer.

Dr Pepper's efforts to handle consumer complaints stops there. The company does not attempt to poll its complaining consumers as to their satisfaction with Dr Pepper's public relations effort. Instead, Dr Pepper waits for what they call "volunteer feedback." It is the company's philosophy that if their public relations efforts are negative, they will hear about it.

One-quarter of all their public relations effort is measured via complimentary volunteer feedback. The remaining 75 per cent of their public relations efforts are not polled as to their effectiveness.

Rating.--The score of the response to this question is fifteen points. Dr Pepper is definitely adhering to criterion one of the consumer relations criteria when it gives the type of aforementioned service. However, it falls short of a major criterion of this thesis which requires that the effectiveness of all public relations efforts be pre-tested, as well as post-tested for effectiveness.
Question Two

Has Dr Pepper ever been accused by customers of doing misleading advertising?

Discussion of the Response.—"No," was the response to the above question. Jim Ball has insisted that his office has never received a consumer complaint directed at Dr Pepper's advertising. If such a complaint were received, the responsibility for proving any Dr Pepper claim made in its advertising would lie with Dr Pepper's vice-president in charge of advertising.

This vice-president would go into immediate conference with the advertising department's creative staff to determine if the complaint had any validity. If so, the next advertising campaign would set out to clarify any misleading advertising.

As stated previously, this type of complaint has never been leveled at Dr Pepper, and it would take a significant number of charges of misleading advertising before an advertising campaign would be altered.

Rating.—The information obtained from this question upholds criterion one of the consumer relations criteria; so the score has been set at twenty-five points.
Question Three

Are Dr Pepper employees educated to give prompt, accurate, courteous, personal, and friendly service to Dr Pepper's customers-dealers?

Discussion of the Response.—The answer to this question was "yes." At periodic training sessions, Dr Pepper salesmen are reminded of their company's customer-dealer philosophy. The following guidelines were taken from the Dr Pepper Salesman's Manual:

Most important to your success is your relationship with each Dealer—that is, the manager or the "buyer" in each of your customer outlets. Dealers have many things in common, but in a very definite sense, no two are alike. One thing IS certain—your success depends upon your relationship with your Dealers!

Why are Dealers important? Because they can handicap or they can push any product they so desire. The Dealer is your all-important "key" in each customer outlet. HANDLE EACH ONE OF THEM WITH CARE!

Dealers like salesmen who:

. . . Contact them as soon as they enter their place of business.
. . . Pronounce their name correctly.
. . . Never "skip" them, although the salesman may be later than usual.
. . . Suggest ways to increase soft drink sales and profits to the Dealer.
. . . Are genuine in their desire to be of real service.
. . . Avoid contacts during peak business hours.
. . . Faithfully carry out their promises.
. . . Are careful to see that all empties are checked out by a qualified person . . . and fulls are checked in by a similar person.
. . . Use respectful language and avoid off-color jokes in their place of business (2, p. 40).
It is sound business policy for a company to regard each employee that comes in contact with the public as a public relations representative of that company. This, according to the Dr Pepper public relations department, is the company's attitude, and abides closely with the consumer relations criteria of this study.

Rating.--With regard to the data obtained from this question, there is positive indication that Dr Pepper is complying with criterion three of the consumer relations criteria when it makes a concerted effort to give prompt, accurate, courteous, personal, and friendly service to its customers. However, it has never made an attempt to determine if this standard of service is ever received by the customer. Consequently, the score is fifteen points.

Question Four

Does Dr Pepper label its product so that the consumer knows its content?

Discussion of the Response.--There is no state or federal law requiring soft drink bottlers to label the content of their product, with the exception of those products which contain sugar additives. Dr Pepper complies with this directive. In October, 1971, Dr Pepper originated a new packaging container, and, with this container, decided to label the contents of its regular Dr Pepper. This was a
voluntary move on the part of Dr Pepper and a positive indication of its willingness to keep the consumer informed as to product content.

Rating.--Because of Dr Pepper's close adherence to criterion four of the consumer relation's criteria, the score on this question has been placed at twenty-five points.

Question Five

Does Dr Pepper cooperate with consumer groups in its efforts in informing and educating consumers in product content?

Discussion of the Response.--The answer to this question was "yes." In the event that the public relations department at Dr Pepper doesn't have the answer to an inquiry from consumer groups, the question is then turned over to the quality control division to handle.

There are nine regional quality control offices throughout the United States. These offices are staffed with field representatives who have educational backgrounds in food chemistry and biology. Approximately every ten days these representatives conduct a random sampling of the various Dr Pepper bottlers in the United States. If there is a quality deficiency detected by the field representatives, they put the bottler on notification of the deficiency, and return
in two days to check to see that the deficiency has been corrected.

The field representatives travel about the country in a mobile laboratory. One example of a deficiency that they discover and later have corrected is a low amount of syrup in a Dr Pepper drink.

**Rating.**—Although Dr Pepper seems to be adhering to criterion five of the consumer relations criterion, there is no way to tell if its public relations efforts are effective because it doesn't post-test any of its programs. Hence, the score is fifteen points.

**Question Six**

Does Dr Pepper maintain and develop relations with home economists, food editors, and writers?

**Discussion of the Response.**—Dr Pepper's consumer service department is managed by a home economist who, in her eleven years with the company, has researched and developed some 500 Dr Pepper related recipes. She is sponsored by both the corporate office and local bottlers. She visits approximately 150 high schools annually, promoting various uses of Dr Pepper, as well as supplying supermarkets with promotional ideas.

She is on the road 60 per cent of her working week. This woman is the only person constituting the consumer
services department at Dr Pepper. She is also the only person performing this function in the entire soft drink bottling industry.

_Rating._--Dr Pepper seems to be doing an average job of adhering to criterion six of the consumer relations criteria, and so was awarded fifteen points.

**Question Seven**

Are Dr Pepper's salesmen informed of how to handle customer complaints?

**Discussion of the Response.**--The response to this question was "yes." An excerpt from the Dr Pepper Salesman's Manual supports this affirmative response. It says,

Customer complaints are certain to occur now and then in any line of business. The Soft Drink business at the salesman level is certainly no exception. When you run into a complaint, put yourself in the customer's shoes and look at things from his viewpoint. When you are the customer and have a complaint, how do you want to be handled? Your answer to that question will tell you exactly how you should treat a complaining customer.

Here are 10 rules which you should consider as a guide when you encounter a complaint:
1. Don't argue
2. Listen carefully . . . you may even want to make some written notes
3. Admit mistakes
4. Don't alibi
5. Determine one--or more--solutions to the problem
6. Apologize sincerely
7. Be cheerful and co-operative
8. Don't ignore a complaint of any kind
9. Act promptly
10. Make a written report to management when you return to your plant (2, p. 75).

**Rating.**—Again it seems apparent that Dr Pepper is adhering to the consumer relations criteria, in this instance criterion three; however, a lack of post-testing leaves the effectiveness of this unevaluated. Consequently, this response is rated fifteen points.

**Question Eight**

Describe the extent of your oral public relations communications with interested consumer groups.

**Discussion of the Response.**—Along side a forty-five minute plant tour, Dr Pepper has both an ecology and institutional film to help implement its oral communication program.

The Dr Pepper ecology film was made in May, 1972, in Dallas. It featured Dallas Cowboy Star Calvin Hill and Miss Teenage America. The theme of the film is ecology awareness and what to do to preserve it. It is geared toward junior and high school students. A film distributing company handles the distribution of some 600 copies of the film. At a cost of $150 each bottler can have the film made available to various segments of his community.

The film is part of a Dr Pepper ecology kit which also contains an ecology test, to see if you are preserving the
environment, a booklet on the ecology, as well as a world globe.

**Rating.**--This is another situation in which Dr Pepper appears to be upholding a criterion of the consumer relations criteria, in this case criterion six. However, it can never be assessed properly, because it was never post-tested. The rating is fifteen points.

**Summary**

It appears that Dr Pepper honestly feels that it is doing a positive job in the area of consumer relations.

All of the questions concerning Dr Pepper's activities in the area of consumer relations were responded to with well thought out and qualified answers. Jim Ball did not appear to be trying to hide any negative information about any phase of Dr Pepper's consumer relations. He was extremely cooperative and forthright in answering all the questions.

The two strong points in Dr Pepper's consumer relations efforts are that it labels its product so that the consumer knows its content and that it has never been accused of doing misleading advertising.

The one overriding weakness in Dr Pepper's consumer relations is its lack of pre- and post-testing. Dr Pepper never makes any effort to check beforehand if a public relations effort will work, nor does it ever test the effectiveness of a program once it has been begun.
CHAPTER BIBLIOGRAPHY


CHAPTER III

STOCKHOLDER RELATIONS

Stockholder relations represents one of the newest and fastest-growing areas of public relations. When dealing with a company's stock it is not enough to strive to build up a good reputation for the company; the objective is to create investors who are satisfied with the company's performance in the areas that directly affect those investors. A company may produce a product eminently satisfying to its customers, it may have the most harmonious labor relations, and it may have developed an outstanding position in the communities where its plants are located. In other words, it may have the best possible public acceptance and yet may have a dissatisfied investor body (2, p. 479).

The development of a sound shareholder relationship is one of the most important and significant jobs of the business executive today because of the following reasons:

First, shareholders own the business and have a genuine interest in knowing about their company.
Second, ownership and control of business is becoming more widely dispersed, gradually passing from a few large shareholders to many average shareholders. It is simply good business for management to build a friendly basis with its stockholders.
Third, business needs capital to grow—to make today's products more efficiently and to create the products of tomorrow that will be a part of our age of industrial and scientific miracles. A good shareholder relations program can help attract new investors who can provide additional equity capital (1, p. 70).

Information about the stockholder relations program at Dr Pepper was obtained by questions one through nine of the stockholder relations questionnaire (See Appendix B) and by follow-up interviews designed to clarify all responses to the questionnaire.

The Stockholder Questionnaire

Question One

Is there an established public relations policy toward investors?

Discussion of the Response.—The answer to this question was "yes." The public relations department added that their investor relations policy provides public financial information to anyone upon request, as well as the reporting of any significant changes in the company's financial stability.

Such financial information flows to the Dr Pepper investor through such normal channels as interim, quarterly, and supplemental financial reports.

When a technical financial question arises, the investor inquiry is directed to the vice-president in charge of financial relations.
A problem that arises occasionally is an attempt by a Dr Pepper stockholder or future stockholder seeking some inside information on whether the Dr Pepper stock is about to rise or fall. Because of Securities Exchange Commission regulations, no financial information can be given out privately that cannot be otherwise published.

A major facet of Dr Pepper's stockholder relations is its periodic meetings with security analysts and investment counselors. These analysts and counselors usually request a Dr Pepper spokesman to address their clients. The vice-president in charge of public relations is usually the person who travels to New York to speak to a group of security analysts or to Chicago to address the Chicago Metro Club.

In sessions that usually last one and one-half hours, the Dr Pepper representative supplies first-hand information to these security analysts. These meetings are open to the public, and provide more detailed information than can be published in either interim, quarterly, or annual reports.

The stockholder relations task is not a difficult one according to Jim Ball, because 30 per cent of the stockholders are known by Dr Pepper executives; they have personal contact with one another; they are friends. The smallness of the company keeps people close to it. There are 21,000,000 shares outstanding of Dr Pepper stock, with only 13,000 stockholders owning all 21,000,000 shares. Sixty per cent of those 13,000 shareholders own fewer than
100 shares; consequently there are a lot of small Dr Pepper shareholders.

Rating.--This response seems to adhere to criterion one of the stockholder relations criteria, but the effectiveness of the investor relations policy is never tested; hence, the score is fifteen points.

**Question Two**

Is there a defined procedure for dealing with investors?

Discussion of the Response.--No, there is no defined procedure for dealing with investors. The reason for this policy is that if all investor-related inquiries were of the same nature, the Dr Pepper public relations department could have established guidelines. In addition, the Dr Pepper public relations department receives infrequent investor inquiries.

Rating.--This response is directly contrary to investor relation's criterion number two, and so five points was assigned to this answer.

**Question Three**

Who is in charge of investor relations, and what are his duties?

Discussion of the Response.--Investor relations is a responsibility of a tri-lateral committee consisting of
Dr Pepper's President, Board Chairman, and Vice-President of Finance. These Dr Pepper officers perform their investor relations functions at stockholder and analyst meetings when they address these groups, and later when answering inquiries.

Rating.--This response was rated at five points because it violates criterion two of the stockholder relations criteria.

**Question Four**

Has there been any negative feedback from investors on Dr Pepper's public relations efforts?

Discussion of the Response.--"To my knowledge there has never been any negative feedback on any of Dr Pepper's efforts," Ball responded. However, it must be pointed out that Dr Pepper never solicits any responses via the post-testing of any of its public relations programs.

Rating.--The only reason that Dr Pepper is unaware of negative feedback from its investor relations is that it never post-tests its programs. This is a contradiction to the post-testing criterion of this thesis; so the response is rated at five points.

**Question Five**

Are investors ever polled as to their opinion of how the company operates?
Discussion of the Response.--No, they are not. The Dr Pepper public relations department feels it is not a good idea to solicit opinions from the stockholders, because these people are not experts on the beverage industry. If there is a big public relations problem, it will come to the surface; to do otherwise would be impractical.

Rating.--Criterion four of the investor relations criteria states, "management should attempt to learn what investors think of the way they operate the company." Dr Pepper does not do this, so the score of five points is given to this response.

Question Six

a. Does your annual report reflect the views of management; b. To what extent is it inspired by stockholder feedback?

Discussion of the Response.--a. Yes, the annual report reflects the views of Dr Pepper's management. This reflection is seen for example, in all the financial data that are obtained from the vice-president of financial relations. All the financial data contained in the annual report is obtained from his office. Dr Pepper's president reviews the copy to be contained in the report and passes or rejects various material. This is the extent of the role of Dr Pepper's management in the formation of the annual report.
b. There is very little consideration given to stockholder feedback in formulating the Dr Pepper annual report. However, financial statements on specific matters of interest to the stockholder are sent to investors. The annual report is in essence a profit-and-loss sheet. It is a straightforward report on what is either good or bad financial news. It also contains news about successful Dr Pepper marketing and advertising programs.

An example of a successful marketing campaign took place in Miami, Florida. A local bottler produced (16 oz.) bottles of Dr Pepper that contained statistics about the Miami Dolphin football team. There was a demand for 230,000 of these bottles. The increase in the Dr Pepper's sales volume was tremendous. This is what Dr Pepper calls "voluntary feedback." This is hardcore evidence that a program has been successful in its marketing efforts. There is no pre-testing to judge the feasibility of the venture, just on implementation of a plan which sounds like a good idea.

Rating.--The responses in question six a and six b were matched against criterion five and four respectively. In reference to question six a, Dr Pepper seems to be doing an above-average job with regard to management's involvement in the annual report. However, with regard to question six b, Dr Pepper fails to consider stockholder feedback. Considering the two responses together, a score of fifteen points was given.
Question Seven

a. Is there an annual investor meeting? b. Who stages it and how is it done? c. Who is invited? d. Who is not invited?

Discussion of the Response.--Yes, there is an annual investor meeting of the Dr Pepper Company. It is held in the company's headquarters in Dallas. This open meeting is presided over by the Dr Pepper president and board chairman. The company financial position for the past year is reviewed, and its future objectives are outlined. A question-and-answer period follows this introduction. As the meeting develops, new key personnel are introduced, a proxy vote is announced and resolutions are voted upon. These activities are followed by a board of directors meeting. No group or individual is intentionally omitted.

Rating.--Although it seems that Dr Pepper communicates with its investors, as is suggested in criterion four of the stockholder relations criteria, Dr Pepper is still not post-testing this important event. This rating is set at fifteen points.

Question Eight

Briefly describe how Dr Pepper acknowledges its responsibility to its stockholders.
Discussion of the Response.—Dr Pepper constantly reviews its financial status to its investors in the form of either interim or quarterly reports. Through the resources of its financial department, Dr Pepper has a commitment to its investors to provide leadership in capitalizing on its growth potential. The Dr Pepper Company, however, sets no specific growth objectives. It simply reveals its history of financial successes, and lets that speak for itself. Since 1960, it has doubled its business every five years. This should be an indicator to the Dr Pepper investors of its apparent continued growth. The Dr Pepper financial department sees no sense in predicting sales growth. It is a pitfall it had rather avoid.

Rating.—This response indicates that Dr Pepper is making an average attempt, as criterion one of the stockholder relations criteria states, to acknowledge management's responsibility to the owners of the business. Therefore, fifteen points are awarded for this response.

Question Nine
With what rapidity is an investor complaint answered?

Discussion of the Response.—A majority of investor inquiries are answered on the same day they are received, and at the very longest within one week. An investor complaint reaches the Dr Pepper public relations department the
way any other inquiry does, via the mail or telephone. All resources at Dr Pepper are used to bring a prompt and accurate reply to a question or problem.

Rating.--Dr Pepper claims it answers complaints promptly. This does not mean it is listening to said complaints. If the company listened to complaints as criterion four of the stockholder relations criteria suggest, it would be implementing stockholder suggestions. The response is assigned five points.

Summary

While Dr Pepper has no strengths within the stockholder relations area, it does have noticeable weaknesses. Among these weaknesses are its lack of a defined procedure to deal with its investors; more than one man is in charge of investor relations; it never solicits feedback; it never polls its investors as to their opinion of how the company operates; and although it answers investor complaints fairly rapidly, it never implements any changes.

As in the consumer relations area, Dr Pepper never pre- or post-tests any of its stockholder public relations programs.
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CHAPTER IV

COMMUNITY RELATIONS

Community relations refers to the relationships existing between an organization and the community where it is located.

Today, many businesses have many different "home towns." An oil company has service stations, each bearing its name and responsibility for its reputation, in thousands of communities. A grocery chain has its supermarkets in many shopping centers. A telephone company has exchange buildings and business offices all over the territory it serves. An insurance company has agents or offices in many business centers. A manufacturing company has factories, and warehouses, and sales offices at strategic spots from coast to coast.

Every organization--large or small--has community relations whether it wants to or not. It is impossible to avoid having them. And it is impossible to do nothing about them. Doing nothing has its own definite effect, usually unfavorable, just as surely as an intelligent, constructive approach usually makes progress in a favorable direction (1, p. 149).
If a company is to be effective, there must be more to a community relations program than just a flow of information that will project the company and its operations in the most favorable light. The company must participate actively as a "citizen" of the community. In order to do this, it must know the community. This is not a simple procedure. Communities differ as much as persons, and calling the mayor by his first name is not what enables a company to understand and evaluate local viewpoints, local issues, and local ways of looking at things. The company must literally live in and with the community; it cannot merely push a few of its key staff men onto committees or lend its name to welfare drives. It must do more than meet the editor of the local newspaper or the manager of the radio-TV station; it must be accessible when the editor or radio news representative calls on him (1, p. 151).

Information about the community relations program at Dr Pepper was obtained by questions one through eight of the community relations questionnaire (See Appendix C) and by follow-up interviews designed to clarify all responses to the questionnaire.

Community Relations Questionnaire

Question One

How has Dr Pepper tried to demonstrate to the local community that its local operation is not just a branch of a large company?
Discussion of the Response.--Jim Ball's answer was that through its long-time involvement with community activities, such as United Fund, Boy Scouts, Girl Scouts, Campfire Girls, high schools, colleges, and environmental groups, Dr Pepper has established excellent rapport with all elements of area society through sponsorship of events like the annual Cotton Bowl Invitational High School Basketball Tournament and extensive product sampling. I think it's fair to state that Dr Pepper's image locally is one of high standing. A majority attitude about our company reflects a sincere pride exhibited by the community that enjoys sharing the success story of a "hometown" company that has grown to become a viable force in the industry.

Rating.--Dr Pepper is fulfilling criterion one of the community relations criteria, but it is not pre-testing or post-testing any of its efforts; so fifteen points are given for this response.

Question Two

Give some examples of how Dr Pepper accepts and acts upon its local obligations.

Discussion of the Response.--Jim Ball said that Dr Pepper provides an ecology education program, information service to consumers about the company's role in manufacturing and product distribution, a soft drink bottle solid
waste reclamation center, and sponsorship of youth activities, marketing-advertising seminars for high school and college groups, and plant tours.

Rating.--Once again Dr Pepper is fulfilling criterion one of the community relations criteria, but it still refuses to pre- or post-test any of its efforts. Given this information, Dr Pepper is given fifteen points for this response.

Question Three

What are the channels of communication with the community leaders?

Discussion of the Response.--Jim Ball's answer was that there is direct contact in cooperative ventures with the community's leading government, education, and business figures. Dr Pepper executives play a key role in all initial contacts, as well as sustained involvement in a project, seeing it to its completion. An example of a cooperative venture in education is the Dallas bottling company's fundraising drive for an educational scholarship. Fifteen of these scholarships were aimed at black people living in South Dallas. The scholarships were based on merit. A total of nine scholarships were issued monthly. Each scholarship had a stipend of $500 in cash. The series of scholarships included one for $1,500. The program was overseen by a black marketing-manager.
An example of a joint venture with other business enterprises is the solid-waste reclamation program started jointly by Alcoa Aluminum, Coors Beer, and Dr Pepper.

This program is part of "ABCD" (A Beautiful Clean Dallas). Dr Pepper contributed to the program by giving money, staffing it with personnel, and advertising it. Dr Pepper also produced a $35,000 film on ecology.

An example of a government venture is when Dr Pepper donated money and manpower to an OEO (Office of Economic Opportunity) program in both Houston and Dallas. The program was operation "Breadbasket," which is a supplementary food stamp plan. Dr Pepper manpower helped transport and deliver the foodstuff to eligible recipients.

Rating.--This response is another instance where Dr Pepper is doing a good job of fulfilling criterion three of the community relations criteria but is not doing either any pre- or post-testing of its programs. The rating is fifteen points.

Question Four

What is the role of Dr Pepper executives in community relations?

Discussion of the Response.--An example of Dr Pepper's community leadership is exemplified in the activities of its president, W. W. Clements. His civic and business
affiliations and memberships include the following: (1) Rotary Club, Member and Past Director; (2) Junior Achievement of Dallas, Chairman, Board of Governors; (3) Dallas Sales Executives, Past President; (4) American Red Cross, Member Public Information Committee; (5) Dallas Council on World Affairs, Director; (6) Dallas Civic Opera, director; (7) Dallas County United Fund, Inc., Director; (8) Better Business Bureau of Metropolitan Dallas, Board of Directors.

**Rating.**—Only Dr Pepper's president is doing what criterion two of the community relations criteria suggests; so this response is given fifteen points.

**Question Five**

Do the lines of communication tell what Dr Pepper is doing, trying to do, and why?

**Discussion of the Response.**—Based on past success and continued favorable response from leaders and local citizens, Dr Pepper feels the answer to this question is "yes."

**Rating.**—This question asked Dr Pepper how it was able to tell whether its public relations efforts worked or did not work. It has no accurate barometer. It does not pre- or post-test its efforts, nor does it fulfill criterion three of the community relations criteria of this paper. The rating then is five points.
Question Six

Is the Dr Pepper community image such that it attracts the most desirable employees in the community?

Discussion of the Response.--Due to the presence of long-service employees such as Harry Ellis, Dr Pepper's Vice-President for Public Relations who has been with Dr Pepper for forty-two years, the answer to this question is "yes." It is Dr Pepper's understanding that it has a wholesome, corporate-management attitude that is projected to the community. In addition, the fact that Dr Pepper employees recently voted four-to-one against forming a union speaks of its good relations with the community's employees.

Rating.--Dr Pepper appears to be doing an average job in fulfilling the requirements of criterion four of the community relations criteria of this thesis. However, it does not have an indicator that specifies that it has the most desirable employees amongst its ranks. Considering this information Dr Pepper is given fifteen points for this response.

Question Seven

Do general procedures exist to guide Dr Pepper bottlers in community relations in their various communities?
Discussion of the Response. -- Procedures do not exist specifically. Performance has been a powerful influence on others who followed the successful example of the Dallas bottler.

Rating. -- This idea totally disregards the variants which might exist in communities which are unlike Dallas. There is obviously no organized method of preparing local bottlers to be good community citizens. This response is a contradiction of criterion one of the community relations criteria of this thesis and so is given five points.

Question Eight
Describe one of your more successful community relations efforts.

Discussion of the Response. -- Besides the activities of Trevino and Hill, Dr Pepper participates financially in the effort to put on the Miss Teenage America contest. Dr Pepper also sponsors open-house activities for new plant openings. In addition, it sponsors a free circus for children, an exhibit at the Texas State Fair, and a float in the Cotton Bowl Parade.

Rating. -- Dr Pepper seems to be doing an average job of fulfilling the requirements for criterion one of the community relations criteria of this thesis. However, Dr Pepper
does no pre- or post-testing of its programs and so is given fifteen points for this response.

Summary

If the Dr Pepper public relations department were to evaluate its own community relations program, it would conclude that it is doing an excellent job, because it would be able to discount the need for both pre- and post-testing. However, because of its total disregard for this function, Dr Pepper received only fifteen points per questions one, two, three, five and eight (See Appendix C). If Dr Pepper would have attempted to pre- and post-test the areas that these questions covered, perhaps one or more of these responses could have been rated at twenty-five points.

Another weak point in the area of community relations is that Dr Pepper has no general procedures to guide various Dr Pepper bottlers. Dr Pepper has no strong points in its community relations program.
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CHAPTER V

SUMMARY AND CONCLUSIONS

Dr Pepper is a relatively small company which in the last few years has had significant growth. Dr Pepper views itself as a "small-town" company that is close to its investors, consumers, and community. However, this is no longer the case. Within the last few years, Dr Pepper has become a product which is distributed nationally, and the time to change many of its present public relations philosophies has arrived.

The consistently overriding weakness in Dr Pepper's public relations program is the lack of pre- or post-testing any and all of its efforts.

In place of pre- and post-testing Dr Pepper chooses to wait for what it calls "volunteer feedback." Dr Pepper's system of waiting for its publics to indicate its likes or dislikes of a public relations effort is simply the wrong way to carry on a sophisticated public relations program. While Dr Pepper is waiting for the public to respond to one of its efforts, the very image of Dr Pepper may be suffering.

If Dr Pepper plans to continue to grow, it would be wise for the company to implement pre- and post-testing.
Perhaps this can be done in conjunction with the market research facilities of its Madison Avenue advertising agency. Because Dr Pepper has had positive results with existing public relations practices, does not mean that this will be the case in the future.

Market research staffs are in the business of pre-testing. It is their job to offer a scientific assessment of the advisability or ill-advisability of a proposed venture. Dr Pepper's public relations department would do well to investigate these market research techniques, and see how they can be adopted to their public relations operation. This is imperative if Dr Pepper is to have a nationwide sophisticated public relations operation.

Another major weakness in Dr Pepper's public relations department is its lack of adequate staff. The department consists of two men, Harry Ellis and Jim Ball. The activities of these men range from the production of the annual report to the coordinating of Dr Pepper's activities in the Cotton Bowl Parade.

If additional staff were added, with Ellis and his vast company experience overlooking all of the department's activities, the public relations effort could become departmentalized. Then each division of the Dr Pepper public relations department could handle each major public relations area separately. If the preceding suggestion were to be implemented, a two-way flow system of communication could
more easily be established at Dr Pepper. Dr Pepper could then concentrate on its stockholder, community, and consumer publics in more detail. The public relations department would have its hands on the heartbeat of those important publics. Only when Dr Pepper implements these suggestions will it see the marked improvement in its "relations with the public."

The following is an example of how Dr Pepper could expand its public relations department into various job areas.

1. **Writing.** Reports, news releases, booklet tests, radio and TV copy, speeches, film sequences, trade paper and magazine articles, product information, and technical material.

2. **Editing.** Employee publications, newsletter, shareholder reports, and other management communications, directed to both organization personnel and external groups.

3. **Placement.** Contacts with the press, radio, and TV, as well as with magazine, Sunday supplement, and trade editors, with a view toward enlisting their interest in publishing an organization's news and features.

4. **Promotion.** Special events, such as press parties, convention exhibits, and special showings; open house, new facility, and anniversary celebrations; special day, week, or month observances; contests and award programs; guest relations; institutional movies, visual aids.

5. **Speaking.** Appearances before groups and the planning requisite to finding appropriate platforms. The preparation of speeches for others, organization of speakers; bureaus, and the delivery of speeches.

6. **Production.** Knowledge of art and layout for the development of brochures, booklets, special reports, photographic communications, and house periodicals.
7. **Programming.** The determination of need, definition of goals, and recommended steps in carrying out the project. This is the highest-level job in public relations, one requiring maturity in counseling management.

8. **Institutional Advertising.** Advertising a company's name and reputation through purchased space or time is a function of public relations. Close coordination with advertising departments is maintained, and frequently the advertising-public relations responsibility is a dual one (1, pp. 24-25).

If Dr Pepper were to employ approximately one man for each of the job areas listed above, it would then have every area of public relations adequately covered.

Within the area of consumer relations, Dr Pepper scored a total of 140 points out of a maximum of 200. The average effectiveness score in this area was 120 points; so Dr Pepper scored 20 points above the average. Dr Pepper's two strongest points in consumer relations were that it has never been accused of misleading advertising, and that the company labels its products so as to display their content. However, Dr Pepper received average scores in the remaining six areas of questioning, because it failed to pre- or post-test any of its public relations efforts.

In question six of the consumer relations questionnaire Dr Pepper was asked if it maintained and developed relations with home economists, food editors, and writers. Dr Pepper's response was that it had one woman handling this awesome job which entailed traveling 60 per cent of the working week. Consequently, Dr Pepper was given fifteen points for this
response. It is suggested that at least one additional employee be added to this department to help share and expand the workload and make the operation more efficient.

Within the stockholder relations area, Dr Pepper has no outstanding strengths. Its lack of pre- and post-testing was the reason it received fifteen-point scores on questions one, six, and seven. Out of a highest possible score of 225 points Dr Pepper scored 85 points, 30 points below the mark that would have characterized its efforts as being average in effectiveness. A major weakness is that there are no defined procedures for dealing with stockholders. If Dr Pepper were to expand its staff personnel and become departmentalized it would then see the need for definite guidelines for dealing with stockholders.

Another weakness is that Dr Pepper has three men instead of one man in charge of stockholder relations. Again, this problem can be remedied by a structured public relations department in which one man would oversee an enlarged public relations staff. This one man overseeing all areas, including the stockholder relations function, could act as a final decision-maker in the never-ending complexities of financial relations.

Obvious throughout the present stockholder relations program at Dr Pepper is a continuing lack of pre- and post-testing. In the stockholder area, Dr Pepper never polls its investors for suggestions or to find out how they think the
company should operate. This should and must be done if Dr Pepper is to continue to keep abreast of how its stockholders feel about the company.

Within the area of community relations, the Dr Pepper public relations picture appears bleak. Out of a possible 200 points Dr Pepper scored 100. That score is 20 points below the one which would have described Dr Pepper's community public relations effort as average in effectiveness. When asked if it did any pre- or post-testing of public relations efforts and if it had any guidelines for bottlers in various communities, Dr Pepper's answer to both questions was "no." Again, it is recommended that the way to solve Dr Pepper's public relations deficiencies is to expand and departmentalize the existing public relations operation. If this is done, neglected area in Dr Pepper's public relations operation, such as the lack of guidelines for various bottlers, would become apparent, and then would be remedied.

A good example of a well-departmentalized community relations program exists at the Ansul Chemical Company in Marinette, Wisconsin.

Among the community relations activities carried on by Ansul which Dr Pepper might consider are the following:

In the community at large, Ansul has functions ranging from an emergency squad that is available 24 hours a day, at no cost to the community, to a daily radio program which carries free social and civic announcements for all local groups.
Ansul tries to reach community thought leaders by the regular mailing of the company publication, and special tours for specific influence groups.

In dealing with the local press, Ansul immediately disseminates both the negative and positive news about the company, as well as stressing the impartial timing of news breaks. Ansul is also on a 24-hour availability call for the local press.

With regard to civic organizations, Ansul maintains a speaker bureau, both for regular addresses and to fill emergency needs.

In its relations with local students, faculty, and school officials, Ansul has plant tours for all interested educational groups. In addition, Ansul advertises regularly in school yearbooks and newspapers and participates in a Business-Education Day.

Ansul's community relations program with merchants and industrialists mainly involves the mailing of the company magazine, brief congratulatory letters to recently promoted businessmen, welcoming visits to new merchants and industry officials, and salutes to other industries in the company's employee publication.

When confronting nonemployee local stockholders, Ansul mails them the company magazine, has special mailings of periodic information about the company's progress, and invites these nonemployee local stockholders to visit the Ansul plant (1, pp. 344-345).

**Future Studies**

It is suggested that future public relations theses and dissertations attempt to evaluate the effectiveness of particular public relations efforts. For example, one study might examine the effectiveness of the annual stockholders meeting; another might try to determine the effectiveness of how consumer complaints are handled. As is often the case, in many companies, there is never any self evaluation (post-testing). So if the suggestion to evaluate a particular
public relations program were implemented, more companies would be able to practice effective public relations. Such studies would reveal to companies not now adequately testing their public relation efforts what has worked for other companies, and what has not been successful. Such research should thereby encourage industrial public relations departments to begin and regularly practice such research in order to improve their public relations effectiveness.
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APPENDIX A

THE CONSUMER QUESTIONNAIRE

1. With what speed are consumer complaints handled and investigated for cause?

2. Has Dr Pepper ever been accused by customers of doing misleading advertising?

3. Are Dr Pepper employees educated to give prompt, accurate, courteous, personal, and friendly service to Dr Pepper's customers-dealers?

4. Does Dr Pepper label its product so that the consumer knows its content?

5. Does Dr Pepper cooperate with consumer groups in its efforts in informing and educating consumers in product content?

6. Does Dr Pepper maintain and develop relations with home economists, food editors, and writers?

7. Are Dr Pepper's salesmen informed of how to handle customer complaints?

8. Describe the extent of your oral public relations communications with interested consumer groups.
APPENDIX B

THE STOCKHOLDER QUESTIONNAIRE

1. Is there an established public relations policy toward investors?

2. Is there a defined procedure for dealing with investors?

3. Who is in charge of investor relations, and what are his duties?

4. Has there been any negative feedback from investors on Dr Pepper's public relations efforts?

5. Are investors ever polled as to their opinion of how the company operates?

6. a. Does your annual report reflect the views of management;
   b. to what extent is it inspired by stockholder feedback?

7. a. Is there an annual investor meeting?
   b. Who stages it and how is it done?
   c. Who is invited?
   d. Who isn't invited?

8. Briefly describe how Dr Pepper acknowledges its responsibility to its stockholders.

9. With what rapidity is an investor complaint answered?
APPENDIX C

THE COMMUNITY RELATIONS QUESTIONNAIRE

1. How has Dr Pepper tried to demonstrate to the local community that its local operation is not just a branch of a large company?

2. Give some examples of how Dr Pepper accepts and acts upon its local obligations.

3. What are the channels of communication with the community leaders?

4. What is the role of Dr Pepper executives in community relations?

5. Do the lines of communication tell what Dr Pepper is doing, trying to do, and why?

6. Is the Dr Pepper community image such that it attracts the most desirable employees in the community?

7. Do general procedures exist to guide Dr Pepper bottlers in community relations in their various communities?

8. Describe one of your more successful community relations efforts.
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