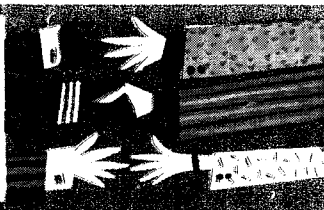


Public Relations



Small Town, Big Company

THE BIGGER the corporation, the more visible it is to the general public. While this fact creates public relations problems for big companies in big cities, it creates especially nettlesome problems for big companies in small towns.

It is essential, for example, for such a corporation not to be overpaternalistic. The "company town" is the last thing a good corporation wants. Yet it must have good schools, good recreational facilities, modern town services, and satisfactory cultural activities. How can it get them without playing the dangerous game of Big Brother?

Let's look at the Dow Chemical Company, a prime example of a big corporation in a small town. It is located in Midland, Michigan, which has a population of fewer than 30,000. The importance of the company to the area is suggested by the fact that out of a total Midland County work force of about 19,000 in non-agricultural categories, some 12,500 work for Dow.

Clearly, it would be tempting for the company to throw its weight around. But Dow doesn't. Instead of muscle, it uses quiet persuasion.

Dow recognizes that, first of all, it must be the good citizen, participating as a company in the development of worthwhile activities without running them or controlling them. And Dow accepts this responsibility fully. It goes out of its way to avoid publicizing its good deeds, yet there is scarcely a community project of value that the company doesn't support. At the same time, it realizes that the best thing for the town is for its enterprises to be managed and supported by all its citizens, not the company alone, and it therefore emphasizes to its employees, whether they are on the City Council, on the school board, or on Boy Scout committees, that they are involved as private citizens rather than as representatives of the company. Dow's restraint is also suggested by the fact that there is no Dow Street and never has been. There is no Dow Hotel. There is no park named Dow. (There is, however, a Grace Dow Library, named after the company founder's wife and financed by the Dow Foundation.)

Dow's founder believed in the value of an excellent community. According to the authorized book *Herbert H. Dow: Pioneer in Creative Chemistry*, by Mur-

ray Campbell and Harrison Hatton, Mr. Dow immediately set out to beautify the run-down, worked-out lumbering town with its fourteen saloons. He encouraged the whole community to go in for gardening; was the leading spirit in the Midland Garden Club; served for years as the unpaid superintendent of parks for the town. He was also on the school board, kept the town's churches painted, and was one of the leaders in the founding of Midland's community center.

Herbert Dow tried, in short, to provide leadership without bossing the community. If it was wise to act that way then, it is essential now, for if anything will hurt a corporation it is either to run, or to give the impression of running, a community's affairs. What's more, unless the whole community supports an activity, it cannot continue; money alone cannot keep it alive. A clear example of the company's policy of local improvement

by the people themselves was offered earlier this year in a speech made by Herbert D. Doan, president of Dow Chemical, before the Midland Rotary Club. After mentioning some of the town's good points, but also suggesting that it is "a little too provincial, a little too willing to let the world go by," he outlined some of its needs: higher education facilities; diversity of population; cultural excellence. And he asked his listeners to work for these as essential to Midland's growth. This was not an "or else" speech. It was an exhortation to the citizens. It was the kind of speech the mayor of Midland or the editor of the *Midland Daily News* might have made, not the speech of a man throwing his weight around because his company pays 72 per cent of the local tax bill.

What Dow tries to do, in essence, is to keep in the background, helping all good causes but never dominating them; always lending a hand but never controlling. Like corporations in large cities, it must perform in the public interest; unlike them, however, Dow cannot enjoy any measure of anonymity. What it does is immediately known, for Midland is too small a place to hide.

Living in a fishbowl isn't always easy, but if a company must live in one, the Dow way is one solution.

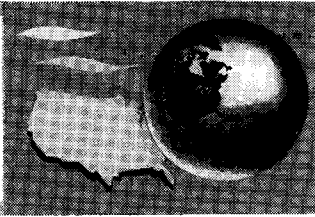
—L. L. L. GOLDEN.



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As Others See Us



HAMBURG:

No Retreat

THE PARTICIPATION of American soldiers in the ground war now officially decided upon in the fight against the Vietcong is the decisive American step across the carefully prepared second-line position in the war. An American withdrawal from Vietnam would now reduce the credibility of American world power everywhere. It would embolden the aggressiveness of Communist powers and revolutionary parties in other countries to new "wars of national liberation" by means of terror and guerrilla tactics. In Asia it would be taken as an American capitulation before Red China and in Latin America as a signal for new unrest.

Accordingly, a retreat is unthinkable. It remains only to fight in a treacherous jungle war. The Americans are taking this step only after long hesitation and with great care. They do not wish to rush headlong into the rice paddies. They merely seek to bring to a standstill an aggression that has gained military momentum and that, with the aid of troops from Laos and North Vietnam, has been raised to the threshold of a limited war. They are determined to employ the necessary military means in the hope that policy and diplomacy can again be brought into play after a solid position has been won on the ground.

—*Die Welt*.

PARIS:

Exposing the Facts

THE POLICY OF THE United States has four parts: to stabilize the powers in Saigon by pushing for a representative civil government around which the efforts of the nation could gather; to help the government forces on the ground to reduce the aggressions of the Vietcong; to discourage exterior aid; to negotiate with the interested governments, but not with the Vietcong, for a peace agreement acceptable to and guaranteed by all. On all of these four levels the balance is negative.

But the nature of Americans is such that they demand quick results. Public opinion would quickly turn against the President if he had only losses to show, with no perspective of a short-term victory. . . . If Mr. Johnson wishes to go

against the current, the first thing he must do is to expose frankly to his countrymen the facts of the problem, and ask them how far they are willing to go on the long, cruel, and uncertain road onto which he has led them step by step. Until he has done this he can be sure to run into hostility, or at least into growing skepticism, and to disappoint more and more those who have given him their confidence.

—*Le Monde*.

TORONTO:

Another Korea?

THE WAR IN Vietnam is taking a steadily more ominous turn these days. The Vietcong guerrillas have stepped up their offensive and inflicted sharp defeats on the government forces, despite the aid these latter have been getting from United States troops and planes. In the air, the U.S. has likewise been stepping up its bombing attacks on North Vietnam, and significantly the choice of targets has widened. Until recently the raids were concentrated on military installations plus strategic railway lines and highway bridges. Now "economic" targets, such as port facilities and coal warehouses, are being destroyed.

The trend can be summed up in one military phrase which has become unhappily familiar—"escalation."

This could easily result in a conflict at least on the scale of the Korean War, with the United States throwing hundreds of thousands of troops (it has more than 45,000 on the ground already) into the campaign to crush the Vietcong and to cut off help from North Vietnam. If the ground war reaches this stage, there is the danger that China may intervene again as she did in Korea.

Direct Chinese intervention in the Vietnam war would, in turn, create the risk of a final escalation—to nuclear war. The sea and air strength of the United States is its main answer to China's vast land armies, and the temptation would be strong to use these to the full by employing nuclear weapons.

There is, moreover, a faction in the Pentagon that would welcome the chance of "preventive" nuclear war against China before the Chinese have an effective atomic arsenal of their own.

It is easier for an outsider to see these dangers ahead than to suggest methods

to avoid them. It is generally agreed that a negotiated peace is the only acceptable way out. The U.S. Government has, in fact, attempted to bring this about, but its efforts have been snubbed by the Communists. Perhaps it should try again, and this time it might correct an earlier omission by offering to negotiate directly with the Vietcong.

—*Toronto Daily Star*.

NEW DELHI:

Defeating the Purpose

PRESIDENT JOHNSON's decision authorizing U.S. ground troops in South Vietnam to fight alongside the South Vietnam forces against the Vietcong when and if necessary has inevitably raised fears in the United States and abroad. The decision has evidently been prompted by the massive Vietcong monsoon offensive. It is an extension of the current U.S. policy in Vietnam. U.S. air support has been given to bomber raids on North Vietnam to an extent that makes the South Vietnam air force's contribution negligible. In South Vietnam, U.S. Marines and paratroopers on patrol have been moving from a passive to an active role. But the new commitment to ground combat implies the risk of enlarging the character of the war. There are Congressional murmurings against expanding the conflict into an undeclared war without a mandate of the Congress. U.S. opinion polls have recorded a higher preference for calling a halt than for increased military action. In the face of the Vietcong pressure, the South Vietnam military command's requests for combat support are to be expected. Now that the military chiefs have once again taken over the government in Saigon, it will be difficult for the U.S. to resist their requests without endangering the stability of the new regime. The disquiet in the U.S. over President Johnson's step arises from the fear of the U.S. being bogged down in a land war which it cannot hope to win. The U.S. decision to bomb North Vietnam had been taken as a means of compelling Hanoi to seek negotiations for a political settlement in Vietnam. That the present step is intended as further pressure to this end has not impressed President Johnson's critics. Their concern is whether it is not risking an escalation of the war. . . .

—*Hindustan Times*.

WARSAW:

Purposes and Protests

THE JOHNSON DOCTRINE means that the U.S. will be intervening with all its means in every country of the Western Hemisphere that is threatened by Com-