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Burson-Marsteller

Harold Burson

New York

19

Long Speeches

pan Group Vice President

PMI.

Regards.

Y.

If we need any-

GENERAL FOODS

James C. Tappan Group Vice President

January 24, 1986

Mr. Harold Burson, Chairman
Burson-Marsteller
866 Third Avenue
New York, New York 10022

Dear Harold:

Thanks for the bio on Bennett S. White.

I've passed it on to our Ronzoni people to see if we need anyone with his pasta experience.

Cordially,



JCT/js

THE WHITE HOUSE
WASHINGTON

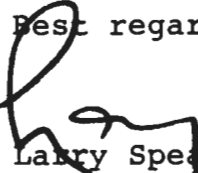
February 6 1986

Bennett:

One more response.

Let me know if there is any follow-up I
need to do.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President



Mr. Bennett White
Route 1, Box 385
Bluemont, Virginia 22012

—
Harold Burson
Chairman

Call

Burson-Marsteller

230 Park Avenue South
New York, NY 10003
212 614 4444

Burson-Marsteller to 230 Park Avenue South New York New York 10003 Telephone 212 614 4000

Burson-Marsteller

866 Third Avenue
New York, N.Y. 10022
212.752.8610

January 21, 1986

Mr. Larry Speakes
The White House
Washington, D.C.

Dear Larry:

My apologies for the delayed response to your letter calling Bennett S. White to my attention. I am in process of circulating his bio to several of our clients in the food industry. His record is impressive.

Hope we can get together again soon.

Sincerely,

A handwritten signature in dark ink, appearing to read "Harold", with a stylized flourish extending from the end.

Harold Burson

HB:mr

THE WHITE HOUSE

WASHINGTON

January 28, 1986

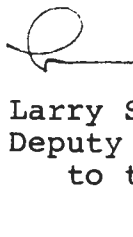
Bennett:

Here's an answer from the third person I sent your resume to. Let me know if this one bears fruit.

Also, be assured that I stand ready to make a phone call to any of these people that you are interested in.

Regards to Tutter.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President

Mr. Bennett White
Route 1, Box 385
Bluemont, Virginia 22012

THE WHITE HOUSE

WASHINGTON

December 30, 1985

Dear Harold:

Bennett S. White, a close friend of mine who has considerable experience in retail marketing in the food industry, is seeking a new opportunity. Bennett has been associated with Buitoni Foods Corporation, and because of its recent acquisition, he would like to explore possibilities with other firms. As you can see from his enclosed resume, he has an excellent background and considerable experience in his field.

I have known Bennett personally for a number of years, and I am confident he would be an asset to one of your clients.

I would appreciate it if you would have someone contact Bennett if you are aware of any new opportunities.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

THE WHITE HOUSE

WASHINGTON

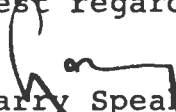
December 10, 1985

Dear Harold and Bette:

What a great weekend! Lunch with all of you on Saturday, and then the wonderful evening at the Kennedy Center. It was great to see you, and I enjoyed getting together again.

Thanks for including Laura and me, and she sends her best to both of you.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President

Mr. and Mrs. Harold Burson
260 Beverly Road
Scarsdale, New York 10583

THE WHITE HOUSE

WASHINGTON

December 26, 1985

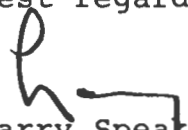
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I would appreciate it if you would have someone contact Bennett if you are aware of any new opportunities.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

THE WHITE HOUSE

WASHINGTON

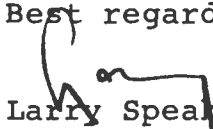
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Thanks for including Laura and me, and she sends her best to both of you.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President

Mr. and Mrs. Harold Burson
260 Beverly Road
Scarsdale, New York 10583

HAROLD BURSON
866 THIRD AVENUE
NEW YORK, N.Y. 10022

November 1, 1985

Mr. Larry Speakes
4800 Thibau Terrace
Annandale, VA 22003

Dear Larry:

Before you become totally immersed in Summits and the like, I want to let you know that Bette and I look forward to seeing Laura and you at the Kennedy Center Honors. After you return from Europe, let's talk by telephone. (The date is Sunday, Dec. 8.)

Every year, I have been invited to the White House reception. Presumably, I will be on the Kennedy Center list again this year. If you can do anything to facilitate our being there, I would be most grateful.

Meanwhile, all the best -- a lot of people are going to be watching you!

Sincerely,

A handwritten signature in blue ink, appearing to read 'HB', with a long, sweeping diagonal stroke extending from the bottom left towards the right.

HB/dr

THE WHITE HOUSE

WASHINGTON

October 18, 1985

Dear Harold:

Many thanks for your letter and your warm words about my selection to the Ole Miss Alumni Hall of Fame. One is always deeply appreciative of being honored by his old school.

This one means a lot to me, and your words -- coming from someone who knows the difficulties of this job -- are especially gratifying.

Best regards,

Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
833 Third Avenue
New York, New York 10022

Burson-Marsteller

866 Third Avenue
New York, N.Y. 10022
212.752.8610

October 14, 1985

Mr. Larry Speakes
Press Secretary to the President
The White House
Washington, D.C. 20500

Dear Larry:

My congratulations on your selection for the 1985
Alumni Hall of Fame at the University of Mississippi.
It is recognition long overdue.

Those of us who have had an association with Ole Miss
are proud of you and your accomplishments. And beyond
that, I, as one who has spent a life time in public
relations and communications, am enormously impressed
with your mastery of a position which has no equal --
anywhere.

All of us who have known and worked with you through
the years wish you well. Yours has been a distinguished
career that has benefitted our country and what it stands
for.

Sincerely,

A handwritten signature in blue ink, appearing to read "Harold Burson", with a long horizontal flourish extending to the right.

Harold Burson

HB/dr

Harold Burson

15 August 1985

Long Speeches

That was a good article.
in PEOPLE magazine - even with
the left-handed compliments like the
one by Son Carson in the last pg.

But you should have put in a
plug for Mississippi-raised cat
fish, deep fried, served with black-
eyed peas & okra.

Hope to see you after Labor Day.
MRS.

THE WHITE HOUSE

WASHINGTON

August 8, 1985

Dear Harold:

Many thanks for sending along the Busby Perspective Papers.

I would be pleased to visit with you, and look forward to your calling me when you are next in Washington. We will be back from California after Labor Day, and I hope you will be coming down soon after that.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

Burson-Marsteller

Harold Burson

New York

Confidential

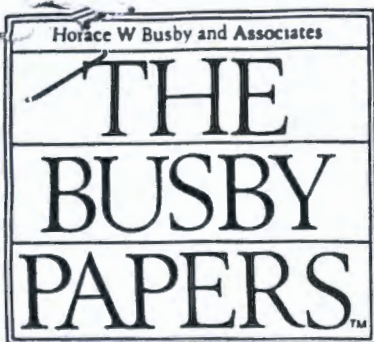
Jimmy Specker.

10

In next couple
weeks, I'd like to
come to Washington & talk
about this. I'll phone
you.

In event you don't know
Horace Busby, he was in
LBJ White House - but
today relatively non-partisan.
His letter is well-regarded
by those who get it - does
a lot speaking to
management groups.

H.



2000 N Street, NW Suite 811
Washington DC 20036
202-296-4810

THIS ISSUE ☐ ANALYSIS PAPER ☐ TRFND PAPER ☒ PERSPECTIVE PAPER

VOLUME V - 4
ISSN 0738-5767

7.31.85

MEMORANDUM FOR CLIENTS FROM HORACE W BUSBY

RE: Palace Politics

Since before the people themselves became participants in politics, there has been a kind of politics endlessly enthralling to the populace in national capitals. It is palace politics, the intrigues and machinations within the sovereign's court by which those near the throneroom maneuver to enhance the appearance of their power.

The White House is not supposed to be a palace, a President's staff is not really a court. But where the nature of politics has changed greatly over the past five centuries, the nature of human beings is not much changed, once they are close to the throne. Thus, the populace in Washington is engaged, as it has not been for a long while, by a fascinating outbreak of palace politics around Ronald Reagan.

I.

The stage was set last year. After the election, the principals of Mr. Reagan's first-term White House were restive, anxious to move up or out rather than commit to another four years at the staff level. Across the street at Treasury, Donald Regan was, unbeknownst to anyone, restive himself, but, as it turned out, toward a different end. He had risen to the top of Merrill Lynch in a 35-year career, handled his post in the Cabinet successfully; as he gazed at the South Lawn, a plan came to mind.

Why, he asked White House Chief of Staff James Baker, don't we exchange our jobs? When this extraordinary move was announced, Washington puzzled over Regan's motivation for relinquishing an important position in the Cabinet for the much more arduous job in the West Wing. The consensus settled on a benign explanation: Regan had achieved much in his career, so, as he passed his 66th birthday, why not step aside to allow an able and ambitious younger man a chance to make his mark. Regan, after all, had only come to Washington, his wife's hometown, to be nearer a daughter and grandchildren.

That grandfatherly image obscured another Donald Regan: the bluff, brusque World War II Marine lieutenant colonel. It took him a while to secure his beachhead, but when he decided to go over the top, his charge would have intimidated John Wayne.

II.

First, when David Stockman announced his resignation, Regan moved masterfully to bring Budget affairs under his control, so fully that two former colleagues in the Cabinet immediately backed away from consideration for the vacancy. Then, as budget negotiations neared a White House climax, he undertook some dealing of his

own around the Republican leadership in both Houses, persuading President Reagan on a course which unceremoniously pulled the rug from under Majority Leader Dole. With the crockery still flying, the new chief-of-staff appeared on Capitol Hill at a breakfast for lobbyists. In a speech without precedent for anyone serving on a White House staff, he angrily denounced Congress on the budget gridlock, saying nothing to spare leaders of his own party during the surprising tirade.

At this point, Mr. Reagan's surgery muted Senate Republicans who were ready to go to war with Regan. Then came a ploy which still leaves Senators apoplectic. Several days into the President's recuperation, Vice President Bush appeared at the hospital for an audience. The White House's own photographer took dozens of shots of this symbolic meeting between the two men. When it came time to end the session, Regan entered the room, took a chair beside the other two men. Several hours later, when the White House released the photographs to the press, the one chosen for distribution included Donald Regan smiling in the foreground.

The twittering among the capital's Republicans is at a record decibel level.

III.

What most confounds Capitol Hill Republicans is Regan's treatment of Senate Republicans. All White Houses, whatever the party alignments, accord Senators an extra measure of respect, if not deference. The reason lies in the Constitution: on his appointments and on treaty ratification, a President must seek the advice and consent of the Senate. Without that, a White House quickly comes to impasse.

Pride is a central trait of the Senate. An embarrassed Senator becomes an implacable enemy for life, a lesson which Presidents and Cabinet officers learn the hard way. Regan's treatment of Majority Leader Dole and other GOP leaders went beyond embarrassment; it was public humiliation. Anyone taking on Bob Dole in this kind of business is likely to find themselves seriously overmatched.

Regan's associates try to minimize these episodes. "It's just Don's way," they say, referring back to his rise through Merrill Lynch. Playing on a slogan about the President, they argue, "Let Regan be Regan." This is countered in the Senate offices with, "Don't let Regan think he is Reagan."

IV.

Amid the shot and shell of the Regan offensive, what has been overlooked is his much less publicized consolidation of his base within the White House itself.

Regan came into his new position as the last vestiges of Mr. Reagan's years in Sacramento were disappearing. William Clark, Edwin Meese, Michael Deaver and others who saw the President through the California Governorship have departed. "California Casual" is no longer the White House style. Regan's response to this is by-the-book: one by one, he has been assembling a team he trusts to change White House organization and, presumably, personnel. This is a source of tension.

Information from within the White House is scant; no one wants to be caught talking. The atmosphere in and around the West Wing, though, is characterized as akin to that in a corporate executive suite when the first agents of a new takeover management arrive. Most of the staff now in place trembles at each summons to an

interview with Regan's four or five key agents, who are known as "Regan's Raiders." The sessions go pleasantly enough, but the overall effect is chilling. A former Reagan aide says, "Everybody feels they're being measured for concrete shoes."

V.

At this level, dealing with the White House's organization or lack of it, Regan is moving against a vacuum. The first term of the Reagan Presidency was frequently marred by tong wars in the West Wing. Key assistants, such as Baker, Meese, Deaver and, while he was there briefly, Clark each had staffs of their own, bent on doing in their rival counterparts. This led to childish displays as when Meese's men took advantage of a meeting with Mr. Reagan to boast that they had a better record on contributing to United Way than Baker's people.

In Washington, as in Sacramento, Mr. Reagan has preferred not to get involved with staff matters. The sunny, serene disposition of the public man is unchanged in private; he does not rail or rage at his associates nor pick them up by their ears. Conversely, he is slow to be influenced by outside criticism of either his associates or his appointees. On instinct, he understands a Washington reality: that criticism of those around a President is, at root, aimed more at the President than at his aides. Mr. Reagan feels a strong personal loyalty to people -- former EPA head Ann Burford is cited -- who have been driven from office by hostile critics.

It remains, though, that the Office of the Presidency has never been subjected to a thoroughgoing organization. Few, if any, Presidents have had any real sense of the numerous components of the Executive Office of the President, most of which are not actually sited in the White House. Given his managerial background, Regan's drive to establish a more rational support structure was predictable.

VI.

Timing has conspired against Regan, intensifying the reaction and resistance to him among Republicans. The "new" Don Regan emerged concurrently with the President's surgery. No one could be certain whether Mr. Reagan would return to his old form, as now appears likely, or whether his Presidency would become a regency, leaving the effective influence of the office to be exercised by others.

Regan's sudden thrust forward raised the spectre, in some Republican minds, of him as the White House "strong man," becoming the de facto President. In today's world of greater openness at 1600 Pennsylvania Avenue, it is highly unlikely that such a situation could develop or be sustained. Woodrow Wilson's wife excluded even the Vice President, exercised her husband's powers herself during his long paralysis. Mr. Reagan is trusted when he says that if he can't function fully, he will depart.

Nevertheless, Regan's role in torpedoing the Senate Republican leadership's efforts to be constructive on the budget raises qualms among GOP Senators. Some of the more conservative Senators regard Regan as suspect in terms of fidelity to the "Reagan Revolution." In 1980, when Regan was chosen for Treasury, howls went up in the Senate over his relations, including campaign contributions, with Jimmy Carter. Some wanted to oppose his nomination but were persuaded to remain silent.

On Capitol Hill, memories run long. Whether he realizes it or not, Regan has positioned himself within an old Washington law of political physics: that for

every action there is a reaction. The Senate Republicans are beyond placating as of now. One example: as a gesture, Regan called on Dole, bringing along an Indian peace pipe. Those who understand the Senate winced. A staff man at the White House should never presume to come on as an equal to a Senator. Regan is tough, good by reputation at in-fighting, but he is taking on institutional forces in Washington of a kind unknown in the corporate world. It is a contest few outsiders ever win.

VII.

What comes next is obscured by the arrival of the August recess. Tempers are so on edge among Republicans that the respite is welcome, especially since Mr. Regan is not presently up to active involvement as a mediator.

Republicans are worried about the abrupt turn of events. Whatever momentum was engendered by Mr. Regan's 1984 landslide seems dissipated with little to show for it. More ominously, a climate is developing setting Republican against Republican. Historically, this has been the root of the GOP's numerous self-inflicted defeats.

The provocation is not, as some coverage implies, contention for the party's 1988 presidential nomination; rather, it is absence of any credible plan for the future. At the peak of political success, the conservative consensus has no compass. This void invites mischief, exaggerating distractions such as Regan's power moves.

VIII.

In the 1930s, during FDR's second term, a reluctant Congress agreed to permit the President to have designated assistants. What made Congress wary was a concern that such assistants would try to acquire power for themselves, come between Cabinet officers and the Chief Executive. Recent White Houses have fulfilled that prophecy.

Since FDR's first staffing, fewer than 100 men have served in the top positions around Presidents. Of these, there are only about 12 still active in Washington, including two now serving in the House. Where such staffs once functioned without notoriety, they are tending to become more albatrosses than assets. Old hands trace this to an obvious cause: a lack of experience in and understanding of Washington.

What is most often misunderstood is that the White House does not "run" the Government. It is not the command center of "power" as commentators so often assert. Power, ultimately, reposes where the Constitution commands, with the Congress. In private meetings with Hill Republicans, Regan is quoted as describing his role as "the President's CEO." This does not go down well for the reason that seasoned veterans of the system know there is no place in the structure for any kind of CEO. The guiding principle of checks and balances is set against and works against anyone, even Presidents, who try to rely on power rather than persuasion to achieve goals.

Regan, understandably, brings to the West Wing a corporate mindset. In CEO fashion, his disposition is to lift the system by its neck, try to shake some sense -- and logic -- into its performance. But this only puts him into direct conflict with the political mindset which is largely impervious to such change. It is a classic face-off which may play out slowly but, more likely, will come to its end rather swiftly, as is usually the case. In other centuries, palace guards dueled for power with swords; today, they use other weapons, but the end is always the same.

Horace W Busby
Publisher

Margaret Mayer
Editor

T Dean Reed
Associate

THE BUSBY PAPERS are a service of Horace W Busby and Associates. Clients receive a minimum of 32 Analysis, Perspective and Trend papers yearly. The annual fee is \$300. To begin service, or to make further inquiry, call 202-296-4810.

THE WHITE HOUSE

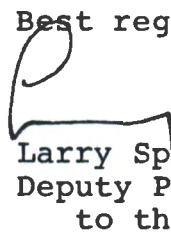
WASHINGTON

May 17, 1985

Dear Harold:

Many thanks for your letter and the information about the visit of Prince Bernhard. I have asked our people who handle the President's messages to look into this and see if it can be done. They will contact you.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

22
Burson-Marsteller

866 Third Avenue
New York, N.Y. 10022
212.752.8610

May 3, 1985

Mr. Larry Speakes
Press Secretary to the President
The White House
Washington, D.C. 20500

Dear Larry:

On June 5, I will be host for a luncheon in connection with the World Congress of the International Public Relations Association where Prince Bernhard will be the guest of honor. Luncheon guests will include both public relations practitioners from around the world as well as CEO's of major Holland corporations.

If you and your associates at The White House think it is appropriate to do so, I would very much like to have a message from President Reagan which I can read to the assemblage. I have drafted the text of a message which I think would be suitable for the occasion. It would be addressed to H.R.H. Prince Bernhard of The Netherlands, representatives of the business community in Holland, and members of IPRA.

If it is possible to have such a statement from the President, I would appreciate receiving it prior to my departure for Europe on May 24. If more time is needed, my office can forward it to me prior to the date of the luncheon.

With all good wishes and much appreciation.

Sincerely,



Harold Burson

HB/dr

Proposed text for greetings in connection with IPRA meeting,
Amsterdam, June 5, 1985

H.R.H. Prince Bernhard of The Netherlands
Representatives of the business community in Holland
Members of International Public Relations Association

It is my great pleasure to greet you during the occasion of the
tenth World Congress of the International Public Relations
Association now meeting in Amsterdam.

The essence of good public relations is the promotion of a
better understanding between all peoples, both within and
beyond the boundaries of a single nation. The free exchange of
ideas as well as the free flow of trade among the nations of
the world are concomitants of effective public relations.

Our nation has benefitted from its long-standing relationship
with the people of The Netherlands. In 1983, our two nations
celebrated the bicentennial of our trading relationship. In
fact, Holland was the first country to enter into a trade
agreement with the then newly-formed United States of America.

My salutations to Prince Bernhard, representatives of the
Holland business community and members of IPRA. I wish you
well.

Sincerely,

THE WHITE HOUSE

WASHINGTON

June 3, 1985

MEMORANDUM FOR CLAUDIA KORTE

FROM: Connie Romero *Connie*

Claudia, somehow this one slipped through the cracks. Is a message like this possible? If so, it would definitely have to be done today, and we would need to call the New York office of Burson-Marsteller, read it to them, and have them send it overnight cable to Holland.

They have called to see the status of this. Could you let me know right away?

Thanks so much.

Burson-Marsteller

Harold Burson

New York

Larry Specker

Sorry I missed

this -

Enjoyed lunch -

My turn next!

Regards.

H.

THE WHITE HOUSE

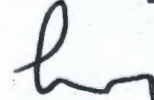
WASHINGTON

March 29, 1984

Dear Harold:

What a great story in Tuesday's New York Times! It's certainly well deserved publicity based on a distinguished achievement by Burson-Marsteller.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

Burson-Marsteller

866 Third Avenue
New York, N.Y. 10022
212.752.8610

Reply

May 1, 1984

Mr. Larry Speakes
Deputy Press Secretary to the
President
The White House
Washington, DC 20500

Dear Larry:

We are working with RKO on a major extravaganza on Sunday evening May 20, that will benefit the American Film Institute. It will be held at the National Museum (the Pension Building) 440 G Street N.W. at 7:00. We have a table to which we want to invite you and your wife.

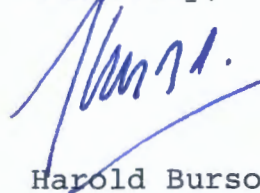
That's the good news.

The bad news is I cannot make it because I will be leaving for Europe that day. However, we revert to the good news and Jon Jessar can make it and will be there with a number of my associates. I hope you can join the group and would appreciate your telephoning Jon directly (202) 833-8550 to let him know.

Hope to talk with you soon. In fact, I have something specific and will try to reach you just as soon as you have reoriented yourself to the ways of the West.

Best regards.

Sincerely,



Harold Burson

HB:sm
attachments

cc: Mr. Jonathan Jessar

Harold Burson

2 May 1984

Larry Speakes.

My belated thanks for your thoughtful
note following THE N.Y. TIMES story.
We were pleased with it!

For a po' country boy like me, this
is big stuff - + I'm trying to be
not hard to live with! But the fact
is I've had lots of help + the good
fortune to be in the right place at the
right time.

Again, my appreciation + also good
wishes.

Thersa.

102

New No. 1 in Public Relations

Burson Fees Above Hill's

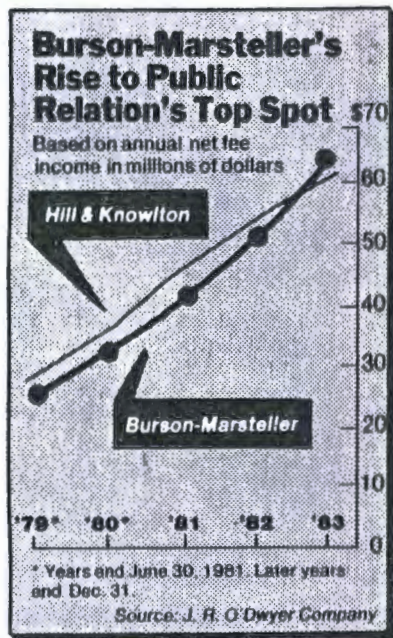
By ALEX S. JONES

Harold Burson, the soft-voiced chairman and chief executive of Burson-Marsteller, cannot resist some discreet crowing. After years of being the second-largest public relations firm after Hill & Knowlton, Burson-Marsteller recently edged into the No. 1 spot on the strength of continuing strong gains in revenues.

"I had always hoped it would happen," said Mr. Burson, who got started in public relations as a student at the University of Mississippi.

According to the 1984 edition of O'Dwyer's Directory of Public Relations Firms, Burson-Marsteller's 1983 net fee income rose 28 percent from a year earlier, to \$63.8 million, surpassing Hill & Knowlton by \$3 million. After-tax profit was about \$3 million, Mr. Burson said.

Burson, a unit of Young & Rubicam Inc., the big advertising agency, lists



The New York Times/March 26, 1984

some 300 clients, including such blue-chips as General Electric, Owens-Corning Fiberglas and Merrill Lynch. It has 42 offices and some 1,400 employees worldwide.

Hill & Knowlton is owned by the JWT Group, the holding company for the J. Walter Thompson Company, the big advertising agency.

"Public relations is when someone tells you the right thing for the wrong reason," says Jack O'Dwyer, the publisher of several industry guides and newsletters.

The public relations philosophy of Mr. Burson, who at 63 says he has no plans to retire, is a little different.

"We are advocates," he says. "We are being paid to tell our client's side of the story. We are in the business of changing and molding attitudes, and we aren't successful unless we move the needle, get people to do something. But we are also a client's conscience and we have to do what is in the public interest."

Mr. Burson attributes his company's growth to a core of seasoned top executives, many with over 20 years at Burson-Marsteller, and a strong marketing orientation that, as he says, "moves the product off the shelves."

Burson-Marsteller's growth, however, is in line with the rest of a swelling public relations industry. According to the O'Dwyer Directory, the 50 largest firms grew almost 20 percent in 1983, billing over \$352 million. Experts think the pace will continue.

Mr. O'Dwyer attributes the growth to enormous new opportunities for public relations companies to get their messages out. He points to the explosion of new specialty magazines and suburban newspapers with space to fill, plus a broadcast industry hungry for cheap programming.

Burson, for example, produces documentary-type videotapes of clients' products in various roles. The tapes, generally of 15-minute to 30-minute duration, are then given to cable TV systems around the country.

Preparing for News Conference

Public relations companies are offering a menu of services that is growing longer and more specialized. Most of the larger firms, for example, will simulate a hostile news conference — complete with abrasive "reporters" — to coach top executives in such matters. The big agencies also provide detailed guidance in pushing or stalling legislation, and offer strategic counsel on everything from marketing a new soap to mounting an unfriendly takeover attempt.

At Burson-Marsteller, a corporate client might pay \$10,000 to \$15,000 to have a regional sales meeting arranged and executed. For its fee, Burson would do everything from picking the dinner wine to writing the sales manager's speech, from having theme napkins and matchbooks on tables to ensuring that the slides are rightside up in the projector.

On a larger and more involved scale, the firm orchestrated the November, 1982 press conference at which Johnson & Johnson announced its new safety container for Tylenol, the over-the-counter medicine that was nearly destroyed in a nationwide poisoning scare.

'We Wanted on the Front Pages'

"We wanted to be on the front pages of newspapers and get prominent coverage on television," Mr. Burson recalled, "and our strategy was that we would have a better chance if the press conference was perceived as a local event."

To that end, Burson arranged for the presentation to be made at the Pierre Hotel in New York and simultaneously broadcast by satellite to 29 other cities. In five of the cities, reporters could ask questions directly to New York.

Burson-Marsteller threw 75 people into alerting the media, checking and rechecking the facilities, arranging bathrooms and telephones. At noon in New York the show went on the air.

Unfortunately for Burson, the story got pushed off many front pages because of the death of the Soviet Premier, Leonid Brezhnev, and the launching of a Space Shuttle mission on the same day.

"We still got good play," Mr. Burson recalls. "We knew the shuttle was coming and we thought we could handle that, but Brezhnev's death was one of those things that public relations people dread."

There are few public relations jobs the firm is not willing to try. However, it does little work in hostile takeover situations — an arena sought out by rival Hill & Knowlton and other firms — and it seems to have few controversial clients.

Winning Friends in Congress

One specialty claimed by the firm is an ability to influence Congress, and its Washington office has a staff of 40 to prepare position papers, arrange meetings with influential people for clients and generally know who to see about what.

Traditionally, public relations has been considered a business that operates best when it is almost invisible.

"If people recognize something as p.r., then they dismiss it as just p.r.," says Mr. O'Dwyer. "It's the mathematics of lying. If you lie one-one-hundredth of 1 percent of the time, you're still a liar because people never know when you're setting them up with that zinger."

Mr. Burson, who keeps his Newspaper Guild membership card as a memento of his own brief newspaper career with the Memphis Commercial Appeal, is acutely sensitive to such criticism. He once lost an account after refusing to release information that he considered wrong, he says.

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"Credibility is our brand integrity," he says, "and I despair when Walter Mondale says that the campaign of Senator Gary Hart is all public relations. 'He wasn't complimenting him.'"

Despite what Mr. Burson sees as a tendency among journalists and others to look down on the field, virtually every corporation or association of any size seeks professional public relations counsel.

It was not always so. When Mr. Burson founded the firm in 1953 by merging with William A. Marsteller's ad agency, public relations was an infant industry.

'How Do I Say This?'

"During that early era and until the 1960's, executives came to public relations firms and asked, 'How do I say this?'," recalls James H. Dowling, president and chief operating officer of Burson-Marsteller. "But during the confrontation period of the '60s and '70s, with the consumerists and environmentalists going after businesses, the question changed to 'What do I say?' In the '80s, the question has become 'What do I do?'"

When Mr. O'Dwyer began his directory in 1968, which marked the first time public relations firms publicly revealed their billing figures, the leading company — Hill & Knowlton — led with \$6.6 million. By 1979, Hill & Knowlton's billings had tripled, to \$22.6 million. Five years later, the billings for the lead agency — this time, Burson-Marsteller — have tripled once again.

Last year, Burson-Marsteller purchased Cohn-Wolfe Inc., the south's largest public relations firm, with

billings of about \$2 million. The addition of its revenues will give Burson-Marsteller figures in 1984, giving it a lead that industry experts think will be difficult to overcome.

Increasingly, the battle for public relations business involves competing presentations from which a potential client chooses.

In 1983, Burson-Marsteller won some of the year's fattest accounts in such competitions, among them the Committee for Energy Awareness, a pro-nuclear, utility-sponsored group with a public relations budget of about \$1 million. Burson also won public relations duties for American Telephone and Telegraph's sponsorship of the Olympics Torch Relay.

Its Largest Project

The job, the largest single project it has ever undertaken, involves coordinating and promoting the 82-day run that will pass through 32 states. For its work, the company expects about \$750,000 in fees.

Mr. Burson estimates that 65 percent of the company's costs involve people. Employees are expected to attend training programs, and, according to Mr. Burson, the prime two qualifications for success in his firm are a good disposition and a taste for long hours.

According to the president, Mr. Dowling, the company charges clients from \$50 to \$200 an hour, depending on the skills, experience, and title of who is doing the work.

Burson-Marsteller depends on public relations work accompanying marketing efforts for 40 percent of its fees, and passes out-of-pocket expenses on to its clients, as do others.

THE WHITE HOUSE

WASHINGTON

March 6, 1984

Dear Harold:

It was a pleasure to be with you and your colleagues on Wednesday night. It's always good to be with you, and I particularly enjoyed the give and take with your client group.

Best regards,

A handwritten signature in dark ink, appearing to be 'L. Speakes', written over the typed name.

Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

THE WHITE HOUSE
WASHINGTON

Burson Harold

September 16, 1983

Harold --

I hope we can to some good.

LN



United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

SEP 13 1983

Mr. Larry Speakes
Deputy Press Secretary
to the President
The White House
Washington, D.C. 20500

Dear Mr. Speakes:

Thank you for your letter of August 4 advising of the interest of Mr. Harold Burson in serving on the Statue of Liberty-Ellis Island Centennial Commission.

Your recommendation of Mr. Burson is appreciated, and he will receive every consideration in our review of individuals being considered for appointment to the Commission.

Sincerely,



SECRETARY

Burson-Marsteller

Harold Burson

New York

Fritz Specker.

I'm happy to have
this letter & to have
you able to help.

H.

James S. Brady Presidential Foundation

Honorary Chairman
Nancy Reagan

Chairman
Donald H. Rumsfeld

President
James T. Lynn

Vice Chairman
Joe M. Rodgers

Vice Chairman
Robert S. Strauss

Secretary
James A. Wilderotter

Treasurer
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Board of Directors
Joe L. Allbritton
Dr. James E. Cheek
John B. Connally
Katharine M. Graham
James T. Lynn
J. W. Marriott, Jr.
C. Peter McColough
Donald S. MacNaughton
Dr. Dennis S. O'Leary
William M. Plante
Joe M. Rodgers
Donald H. Rumsfeld
Robert S. Strauss
Jack Valenti

August 12, 1983

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, NY 10022

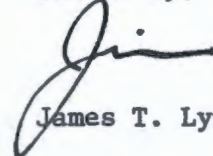
Dear Mr. Burson:

I am writing to thank you for your continued interest and involvement in the development of the James S. Brady Presidential Foundation.

Your extraordinary work in raising funds for the Foundation is greatly appreciated and crucial to the effort to reach our goal of \$2 million by September 30th.

Thank you again for your support.

Sincerely,



James T. Lynn

THE WHITE HOUSE

WASHINGTON

August 4, 1983

Dear Mr. Secretary:

Harold Burson has indicated an interest in serving on the Statue of Liberty - Ellis Island Commission and I am sure he would make an outstanding member.

Harold is the head of one of the world's largest and most successful public relations firms and is a patriot of the first order who has provided excellent leadership to worthwhile endeavors. I would strongly urge that we take advantage of Harold's willingness to devote time and expertise to this work.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

The Honorable James Watt
Secretary of the Interior
Washington, D.C.

Harold - we all PC
your willingness to
serve! Larry

THE WHITE HOUSE

WASHINGTON

July 28, 1983

Dear Mr. Iacocca:

Harold Burson, the Chairman of Burson-Marsteller, has contacted me concerning his interest in being of assistance to you and the staff of the Statue of Liberty 100th Anniversary Commission.

I know Harold needs no introduction as the head of one of the world's largest and most successful public relations firms. Harold is also a patriot of the first order and has often provided the services of his firm to worthwhile endeavors.

I would urge you to take Harold up on the opportunity to be of assistance in this undertaking. You may contact him at:

Burson-Marsteller
866 Third Avenue
New York, New York 10022
Phone: 212-752-8610

Best regards,

Larry Speakes
Deputy Press Secretary
to the President

Mr. Lee Iacocca
Chairman
Statue of Liberty-Ellis
Island Commission
101 Park Avenue
Suite 1200
New York, New York 10178

Harold Burson

(S) —

21 July 1983

Larry

If there is an opening on the
Statue of Liberty 100th Anniversary
Commission (chaired by Lee Jacoca),
I'm interested. They should have
someone on it with public relations
background.

Thanks & regards.

Harold

THE ~~WHITE~~ HOUSE
WASHINGTON

Larry --

This commission was established in May 1982 and all 12 members were named last year. It is to be in effect until 1996 but I don't know if there will be any cancellations or drop-outs.....

connie

THE WHITE HOUSE

WASHINGTON

August 4, 1983

Dear Mr. Secretary:

Harold Burson has indicated an interest in serving on the Statue of Liberty - Ellis Island Commission and I am sure he would make an outstanding member.

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Best regards,



Larry Speakes
Deputy Press Secretary
to the President

The Honorable James Watt
Secretary of the Interior
Washington, D.C.

Harold - we appreciate
your willingness to
serve! Larry

THE WHITE HOUSE

WASHINGTON

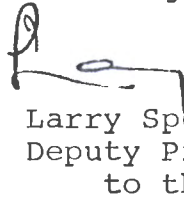
April 20, 1983

Dear Harold:

Enclosed is the photograph of the high level conference between you and President Reagan when you were in the Oval Office a few days ago.

It comes with his compliments and highest regards.

Best regards,



Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

THE WHITE HOUSE

WASHINGTON

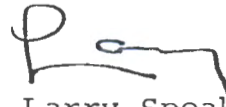
April 12, 1983

Dear Harold:

Many thanks for setting up the meeting with John Fitzgerald. It was a good session and helpful to me, and I am grateful to you for opening the door at Merrill Lynch.

We will keep in touch.

Best regards,

A handwritten signature in dark ink, appearing to read "Larry Speakes". The signature is stylized with a large initial "L" and a horizontal line extending to the right.

Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

Burson-Marsteller

Larry Speake

Though the attached
will interest you.

h.

RAEANNE HYTONE

922 24th Street NW
Apartment 704
Washington, D.C. 20037
202/965-3309

May 3, 1983

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, NY 10022

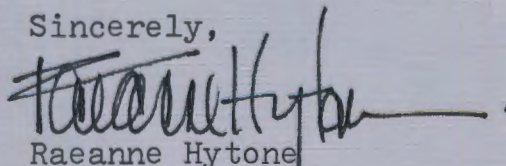
Dear Mr. Burson:

Thank you so much for your reply to Larry Speakes' letter and for putting me in touch with the Burson-Marsteller office in Washington.

I met with Steve Ellis last week. He was very friendly and helpful, giving me sound advice and suggestions as well as some references for other firms I should try to contact. He also introduced me to Richard Godown in that office who is also trying to help me.

My visit to Burson-Marsteller was most productive; I can't thank you enough.

Sincerely,


Raeanne Hytone

Burson-Marsteller

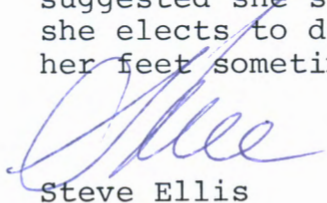
Interoffice Correspondence

Washington, D.C.

Date May 9, 1982

To Harold Burson
From Steve Ellis
Subject Raeanne Hytone

I talked with Ms. Hytone. She's very impressive, but as you assumed, we have no long range need for her talents. I did refer her to several outlets in town, however, and suggested she start her own company and free lance. Whatever she elects to do, she's a talented artist who will land on her feet sometime soon.



Steve Ellis

SE/mer
cc: L. Snoddon

THE WHITE HOUSE

WASHINGTON

March 21, 1983

Dear Harold:

I had the opportunity to speak with Raeanne Hytone, who is the fiance of Norman Sandler, a UPI White House correspondent.

Raeanne impressed me as an individual with an excellent background as the Director of Art and Design for NBC print media advertising in the Los Angeles area. She has considerable advertising experience, both in New York and Los Angeles. In addition, she impressed me as an extremely articulate and poised individual. I am certain she would be an asset to your organization and I would appreciate it if you would have the opportunity to visit with her. She will be moving to Washington on April 5 and I have suggested that she contact you for an appointment.

Best regards,


Larry Speakes
Deputy Press Secretary
to the President

Mr. Harold Burson
Burson-Marsteller
866 Third Avenue
New York, New York 10022

*Harold - If someone in
Washington could see
Raeanne I'd appreciate it.
Thanks
Larry*

RAEANNE HYTONE

922 24th Street NW
Apartment 704
Washington, D.C. 20037
202/965-3309

EXPERIENCE

9/82-
4/83

DIRECTOR, ART & DESIGN

NBC TELEVISION NETWORK ADVERTISING AND PROMOTION, Los Angeles

Creative direction, concept through final art, on all network print media advertising and on-air promo graphics. Coordinating layout design, copy, media plan, budget and production for ads, network campaigns and collateral pieces. Selection and supervision of new staff of art directors, managers, designers, mechanical artists, photographers, illustrators and talent.

6/81-
9/82

DIRECTOR, PRINT ADVERTISING

CBS ENTERTAINMENT ADVERTISING AND PROMOTION, New York

Creative direction, concept through final art, on all print media advertising on East Coast. Coordinating layout design, copy, media plan, budget and all phases of production for tune-in and trade ads for network prime time, late night, news and sports programming as well as affiliate and network campaigns and special projects. Supervision of art directors, designers, mechanical artists, photographers, illustrators and talent.

8/78-
6/81

ART MANAGER/DESIGNER

CBS ENTERTAINMENT ADVERTISING AND PROMOTION, New York

Design and production of print media advertising for network series, specials, movies, news and sports programming. Design and production of brochures, letterheads and other promotion collateral pieces; responsible for concept, layout, comps and mechanicals. Supervision of mechanical artists and designers; studio management.

6/77-
8/78

ASSISTANT EDITOR

FAMILY CIRCLE GREAT IDEAS MAGAZINE, New York

Writing and editing copy, location and studio photo styling, photo editing, craft and fashion design, press relations and paste-ups.

EDUCATION

PARSONS SCHOOL OF DESIGN, New York, New York

IOWA STATE UNIVERSITY, Ames, Iowa
B.A. with Distinction, Journalism and Graphic Design, 1977
Phi Beta Kappa

AWARDS

BROADCAST DESIGNERS' ASSOCIATION DESIGN COMPETITION 1982
CREATIVITY '81

REFERENCES

Upon request

THE WHITE HOUSE

WASHINGTON

February 23, 1983

Harold Burson
212-

Speech in Santa Barbara
May 11, 1983 - Wednesday
Santa Barbara Biltmore

Public Relations seminar
125 of senior public relations officers of
largest corporations and agencies

Morning speech - meeting ends at noon

Need fairly fast response

Be their guests for 3-day meeting

Larry Speakes - fyi

Ms. Carol B. Hillman
Vice President-Corporate
Communications
Norton Company
One New Bond Street
Worcester, MA 01606
(617) 853-1000

PUBLIC RELATIONS SEMINAR COMMITTEE

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The Charter Company

1983 Program Chairman
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Burson-Marsteller

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February 22, 1983

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American Express Company

ROBERT V. GUELICH
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CAROL B. HILLMAN
Norton Company

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Grumman Corporation

JAMES KEOGH
The Business Roundtable

MARSHALL C. LEWIS
Union Carbide Corporation

MARDIE MAC KIMM
Dart & Kraft, Inc.

EARL W. MALLICK
United States Steel Corporation

RICHARD R. MAU
Sperry Corporation

DAVID J. METZ
Eastman Kodak Company

FRANCIS L. MURPHY
United Technologies Corporation

JAMES E. MURPHY
Beatrice Foods Company

JEAN WAY SCHOONOVER
Dudley-Anderson-Yutzy

HUMPHREY SULLIVAN
Lever Brothers Company

LOET A. VELMANS
Hill and Knowlton, Inc.

JOHN J. VERSTRAETE
3M

Mr. Larry Speakes
Deputy Press Secretary to
the President
The White House
Washington, D.C.

Dear Larry:

My associates and I in the Public Relations Seminar are happy indeed that you will join us as a speaker for the 1983 Public Relations Seminar.

This will be the 32nd annual meeting of the Seminar. Participants include senior public relations/public affairs officers of major U.S. corporations, the heads of the larger public relations consulting firms and senior communication officers of principal industry associations. Membership is by invitation only and is limited to 140. A list of last year's attendees is attached.

The 1983 Seminar will be held at the Santa Barbara (California) Biltmore. Seminararians will arrive Sunday, May 8; the program starts Monday morning and continues through Wednesday noon (May 9-11).

As public policy officers for their companies or clients, Seminararians meet to discuss significant issues, trends and development having -- or likely to have -- an impact on American business. We are proud of the distinguished speakers from many sectors of our society who have shared their thoughts with us in stimulating (and off-the-record) presentations and dialogues in past years.

While the program has often had a specific theme, this year we are taking a broader approach and will cover a number of societal concerns and, hopefully, opportunities. Our program is virtually complete at this time and includes Myer Rashish, former Undersecretary of State for Economic Affairs; John Naisbitt, author of the best-selling "Megatrends"; Thomas Donahue, Secretary-Treasurer, AFL-CIO; James E. Burke, chairman and CEO, Johnson & Johnson; Sir Roy Denman, Ambassador from the European Community to the United States and chairman of the recent GATT conference in Geneva; Tom Hayden, recently elected to the California State Assembly; Ben Stein, author of "The View from Sunset Boulevard" and a student of media/business relations; Dr. Urie Bronfenbrenner, Professor of Sociology at Cornell University and a specialist on the family as a unit of American society.

You are free to suggest a subject for your talk. My thought is that you share with your fellow public relations professionals what you have learned in your role as principal spokesperson for the President of the United States. This could be in the context of your previous experience as a public relations consultant in the private sector. In other words, what's involved in being press secretary to the President; are there any similarities to the private sector public relations job; what are the principal differences? Anecdotal material would help a lot! We can talk further about this when I am in Washington in the next month or so.

We have scheduled you for the Wednesday, May 11 session which starts at 10 a.m.

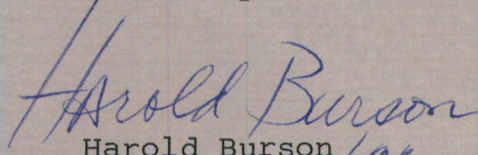
Each session has a chairman. Carol Hillman will serve as chairman for your session. The chairman will also serve as your personal host during the time you are with us in Santa Barbara. Within the next few weeks, you will hear from the session chairman to confirm your travel plans and to discuss any other matters relating to your participation.

For your further orientation, I am enclosing a copy of last year's program and a summary of talks prepared by the Seminar historian.

We cover travel expenses for you and your spouse (if you wish to have accompany you). This includes air fare and accommodations at the Santa Barbara Biltmore. You are welcome to be with us throughout the entire Seminar. You will receive soon forms indicating your arrival and departure plans and for hotel accommodations.

Our thanks to you for joining us. I feel confident you will find the experience of addressing this group to be stimulating. We look forward to seeing you in May.

Sincerely,



Harold Burson
1983 Program Chairman

HB:mr
cc: Ms. Carol B. Hillman
Norton Company