Strategic Planning for Public Relations

Third Edition

Ronald D. Smith, APR

20

Buffalo State College



.

Contents

Preface

Note to Students xi Note to Public Relations Practitioners xii Note to Instructors xii Acknowledgments xii Personal Dedication xiii An Invitation xiii About the Author xiv Cases and Examples xv

Introduction

Relationship Management 2 Strategic Communication 4 Integrated Communication 5 Advertising 8 Strategic Public Relations 10 Formative Research 12 Strategy 12 Tactics 13 Evaluative Research 14 Effective Creativity 14

Phase One	1
FORMATIVE RESEARCH	

Step 1

Analyzing the Situation
The Public Relations Situation 19
Issues Management 23
Risk Management 23
Crisis Management 26
Public Relations and Ethics 28
Deontological Ethics 28
Teleological Ethics 28
Situational Ethics 30
Planning Example 1: Analyzing the
Situation 31
Checklist 1: The Public Relations
Situation 31

xi Step 2

1

17

9

Analyzing the Organization 34 Internal Environment 35 Performance 35 Niche 36 Structure 36 Ethical Base 36 Internal Impediments 36 Public Perception 37 Visibility 37 Reputation 37 External Environment - 38 Supporters 39 Competitors 39 **Opponents** 39 External Impediments 40 Planning Example 2: Analyzing the Organization 40 Checklist 2A: Internal Environment 42 Checklist 2B: Public Perception 44 Checklist 2C: External Environment 45

Step 3

Analyzing the Publics 48 Publics 48 Publics, Markets, and Audiences 48 Characteristics of Publics 49 Key Publics 51 Intercessory Publics and Opinion Leaders 54 Prioritizing Key Publics 56 Planning Example 3A: Identifying Publics 57 Checklist 3A: Publics 58 Analyzing Key Publics 60 Stages of Development 60 Key Characteristics 62 Stereotypes 64 Rethinking Your Publics 65 The Benefit Statement 70 Planning Example 3B: Analyzing Key Publics 70 Checklist 3B: Key Publics 72

Contents

Phase Two STRATEGY

Step 4

Establishing Goals and Objectives 79 Organizational Goals 79 Objectives 81 Standards for Objectives 83 Hierarchy of Objectives 84 Writing Public Relations Objectives 87 Planning Example 4: Establishing Goals and Objectives 90 Checklist 4: Goals and Objectives 91

77

Step 5

Formulating Action and Response a .93 Strategies Proactive Public Relations Strategies 93 Proactive Strategy 1: Public Relations Action 93 Proactive Strategy 2: Communication 106 **Reactive Public Relations Strategies** 115 Reactive Strategy 1: Pre-emptive Action 116 Reactive Strategy 2: Offensive Response 118 Reactive Strategy 3: Defensive Response 119 Reactive Strategy 4: Diversionary Response 122 Reactive Strategy 5: Vocal Commiseration 124 Reactive Strategy 6: Rectifying Behavior 129 Reactive Strategy 7: Deliberate Inaction 131 Planning Example 5: Formulating Action and Response Strategies 133 Checklist 5: Action and Response Strategies 134

Step 6

Developing the Massage Strategy The Communication Process 137

Information: The Flow of Communication 137 Persuasion: Attempts to Influence 139 Dialogue: Quest for Understanding 140 Rhetorical Tradition 141 Ethos: Selecting Message Sources 142 Credibility: Power to Inspire Trust 143 Charisma: Power of Personal Charm 145 Control: Power of Command 146 Organizational Spokespeople 147 Planning Example 6A: Selecting Message Sources 151 Checklist 6A: Message Sources 152 Logos: Appealing to Reason 153 Verbal Evidence 154 Visual Supporting Evidence 155 Errors of Logic 155 Misuse of Statistics 156 Pathos: Appealing to Sentiment 159 Positive Emotional Appeals 159 Negative Emotional Appeals 161 Planning Example 6B: Determining Message Appeals 162 Checklist 6B: Message Appeals 163 Verbal Communication 165 Message Structure 165 Message Content 167 Nonverbal Communication 173 Planning Example 6C: Verbal and Nonverbal Communication 176 Checklist 6C: Verbal and Nonverbal Communication 177 Branding the Strategic Message 178 Lessons About Branding 179

Phase Three	
TACTICS	183

Creating Creativity 181

Step 7

137

Selecting Communication Tactics	185
Conventional Communication Tactics	185

Strategic Communication Tactics 186 Interpersonal Communication Techniques 188 Strategy for Interpersonal Communication 188 Personal Involvement 190 Information Exchange 190 Special Events 192 Planning Example 7A: Selecting Interpersonal Communication Tactics 196 Checklist 7A: Interpersonal Communication Tactics 197 Organizational Media Tactics 199 Strategy for Organizational Media 199 Publications 200 Direct Mail 203 5% Electronic Media 205 Digital Media 206 Social Media 207 Planning Example 7B: Selecting Organizational Media Tactics 212 Checklist 7B: Organizational Media Tactics 213 News Media Tactics 215 Strategy for News Media 215 Newspapers 218 Magazines 219 Radio 221 Television 223 Media Information Needs 224 Direct News Material 225 Indirect News Material 231 **Opinion Material** 232 Interactive News Opportunities 233 Planning Example 7C: Selecting News Media Tactics 235 Checklist 7C: News Media Tactics 236 Advertising and Promotional Media Tactics 238 Strategy for Advertising and Promotional Media 238 Print Advertising Media 238 Electronic Media Advertising 241 Out-of-Home Advertising 245

Promotional Items 247
Planning Example 7D: Selecting

Advertising and Promotional
Tactics 248

Checklist 7D: Advertising and Promotional

Tactics 249

Packaging Communication Tactics 250

Thinking Creatively 250
Putting the Program Together 251

Planning Example 7E: Packaging the

Communication Tactics 253

Checklist 7E: Packaging Communication

Tactics 254

Step 8

Implementing the Strategic Plan 255 Campaign Plan 255 Example: Tactics for Open House 256 Campaign Schedule 257 Frequency of Tactics 257 Timeline of Tasks 258 Campaign Budget 260 Budget Item Categories 261 Approaches to Budgeting 262 Managing the Budget 265 Full-Cost Budgets 267 How Much Success Is Necessary? 267 Planning Example 8: Implementing the Strategic Plan 268 Checklist 8: Implementing the Strategic Plan 269

Phase Four	
EVALUATION RESEARCH	271

Step 9

Evaluating the Strategic Plan 273 What to Evaluate 273 Design Questions 273 Evaluation Criteria 274 When to Evaluate 276 Implementation Reports 276 Progress Reports 276 Final Reports 278

Research Design 278 How to Evaluate 280 Judgmental Assessments 280 Evaluation of Communication Outputs 282 Evaluation of Awareness Objectives 284 Evaluation of Acceptance Objectives 287 Evaluation of Action Objectives 288 Data Analysis and Reports 290 Evaluation Reports 291 Ultimate Evaluation: Value-Added Public Relations 292 Planning Example 9: Evaluating the Strategic Plan 294 Checklist 9: Evaluation Plan 295

Appendix A	
Applied Research Techniques	297
Appendix B	
Ethical Standards	339
Appendix C	
Sample Campaigns	353
Appendix D	
Effective Media Engagement	369
Glossary	389
Citations and Recommended Reading	gs 412
Index	422

ť