Four-Step Process of Public Relations
RACE / ROPE

4 Steps Are:

1. Research
2. Action Plan / Objectives / Program Planning
3. Communication Tactics / Implementing Plan
4. Evaluation
4-Step Process of Public Relations

Step 1. Research

What -- Three key elements:

1. Client or organization
2. Problem or potential problem and opportunities to do public relations
3. Audiences or publics

How – Informal and Formal Research Methods
Step 2. Objectives / Program Planning

Develop a Strategy that involves:

1. Identifying goals and objectives
2. Identifying target audience(s) or public(s)
3. Creating a theme for the program/campaign
Step 3. Develop & Implement Communication Tactics

Develop and Implement

1. Tactics for communicating

2. Time line for the program/campaign

3. Budget
Step 4. Evaluation During & After Campaign / Program

Identify research methods to be used to evaluate the success of the program/campaign during & after.

Determine a way to measure whether the campaign achieved its objectives.
Example of PR Campaign using the 4-step Process

Eastman Kodak Company
1994 Campaign

Title of Campaign:
Project WINGS – Imaging Back in Focus
Step 1: Research

**Research:**
- Reviews of analysts’ opinion
- Face to face meetings with large investors
- Employee opinion surveys
- Goldman, Sachs & Co., Kodak’s investment banker, prepared a portfolio analysis for Kodak “as imaging goes, so goes Kodak.”
- Studies showing Kodak’s financial health was diminishing
Objectives:

- To gain understanding among all audiences that focusing on imaging is in the best long-term interests of Kodak, its shareholders, customers, and employees.

- To sustain employee morale, retain customer loyalty and avoid disruption in the performance of divisions being divested.
Step 2: Objectives / Action Plan

**Strategy:**
- Group communications activities into 3 stages
  1. Announcement stage to unveil intent to divest.
  2. Interim stage to reassure investors, customers and employees while buyers were found for the businesses being sold.
  3. Final stage in which the divestiture transactions were announced.
Step 2: Objectives / Action Plan

Key Messages:

1. Focusing on imaging will reduce Kodak’s debt and align all the company’s resources on Kodak’s greatest strength.

2. The units being divested are excellent businesses.

3. Kodak will protect the interests of customers and employees of these businesses by selling them to buyers with the resources to help them achieve their fullest potential.
Step 2: Objectives / Action Plan

Target Audiences:
- Investment Community
- Financial Media
- Employees, especially those affected by the sale.
- Health customers
- Potential buyers
- Government and opinion leaders in affected localities.
Step 2: Objectives / Action Plan

Budget:

- $500,000 for internal and external communications, no paid advertising
Step 3: Communication Tactics
Implementation/Execution

Responsible for:

- small “in-house” team

- PR agencies retained to assist with planning and implementation
Step 3: Communication Tactics
Implementation/Execution

**Implementation:**
Stage 1:
- Investor meeting
- Press conference
- Employee news cascade within Kodak and affected businesses
- Management meetings with employees
- Written and other materials given to sales organizations to reassure customers
- Inform government officials, suppliers, trade associations on first day
Step 3: Communication Tactics
Implementation/Execution

**Implementation:**
Stage 2:
- Annual meeting presentation
- Employee Hotlines
- Town Meetings
- Site focus groups
- Special transition newsletters
- Management communication with employee teams
Step 3: Communication Tactics
Implementation/Execution

Implementation:
Stage 3:
- Announcements about sales of businesses (incorporated the key messages of the campaign)
- Communications with employees and other target audiences regarding the sale of each business.
Step 4: Evaluation

**Evaluation:**
- track media coverage of Kodak’s announcements
- major articles appeared in national press, including Fortune and Business Week magazines
- track price of Kodak stock
- track continuing sales of companies to see if the sales remained strong
- track employee turnover to see if employees stayed with companies that were sold
- track what the businesses sold for