Planning Public Relations Programmes

Lecture 2

MARKETING MIX

Price
Product

Place
Promotion Techniques:
- Personal Selling
- Sales Promotion
- Advertising
- Publicity
- Direct Selling

PUBLIC RELATIONS ACTIVITY

Gregory, A: 1996
Publics:
- Range / breadth
- Numbers and location
- Influence and Power
- Connection with Organisation

Sectoral Considerations:
- Public/non-profit:
  - Educational
  - Governmental
  - NHS
  - Voluntary organisations
  - Charities
Sectoral Considerations:

Private:
- Commerce
- Finance
- Manufacturing
- Services
- Retail

Organisational development:
- Nature of the industry
- Competitor activity
- Technological impacts
- Management decisions on direction
- Financial and human resources

Start-Up
- No separate function for PR
- Emphasis on marketing and growth

Growth
- PR View narrow: Part of MC
- Awareness raising
- Emphasis on expansion
- Resources constraints

Maturity
- PR activity broadened:
  - Financial PR
  - Employee Relations
  - Marketing Support
  - Corporate Responsibility
  - Community Relations

Decline
- PR activity vital:
  - Issues/Crisis management
  - Managing expectations
Organisational Characteristics:

Nature of organisation
Competitor activity
Mission
Size and structure
Nature of business
Tradition and history
Image history
Types of employees

Issues:

Structural Issues
External Issues
Crises
Internal
Current affairs
Potential

Public opinion
Timescales:
- Externally driven timescales
- Internally driven timescales

Resources

Why plan?
- It focuses the effort
- It improves effectiveness
- Encourages a long-term-view
- Demonstrates value-for-money
- Minimises mishaps
- Reconciles conflicts
- Facilitates proactivity
Analysis Objectives & Goals

Publics

Sub Object.& Goals

Messages

Strategy

Tactics

Timescales

Resources

Evaluation

Review

Colom, P & Dahl, S: 1998

Overall Programme Objectives & Goals Major Publics

Main Messages

Comm. Rel. Plan Objectives & Goals Sub-Publics

Sub-Messages Programme of Action Evaluation

Public Affairs Plan Objectives & Goals Sub-Publics

Sub-Messages Programme of Action Evaluation

Investor Rel. Plan Objectives & Goals Sub-Publics

Sub-Messages Programme of Action Evaluation

Overall Evaluation Review

POLITICAL

Environmental legislation

Employment legislation

Trade/Export legislation

Political stability

SOCIAL

Population shifts

Lifestyles

Levels of education

Income/wealth distribution

Consumer patterns

Social attitudes/concerns

TECHNOLOGICAL

New discoveries

Rate of change

Investment in technology

Spending on R&D

Obsolescence

ECONOMIC

Interest rates

Inflation

Money supply

Levels of employment

Disposable income

Business/Economic cycles...
<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financially strong</td>
<td>Conservative in investment</td>
</tr>
<tr>
<td>Innovative</td>
<td>Restricted product line</td>
</tr>
<tr>
<td>Good leadership</td>
<td>Traditional &amp; hierarchical</td>
</tr>
<tr>
<td>Good reputation</td>
<td>Only known for one product</td>
</tr>
<tr>
<td>Loyal workforce</td>
<td>Inflexible working patterns</td>
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<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
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<tbody>
<tr>
<td>Cheap supplies from XYZ</td>
<td>Instability in XYZ</td>
</tr>
<tr>
<td>To expand in China</td>
<td>Uncertainty over ABC</td>
</tr>
<tr>
<td>To acquire competitors</td>
<td>To be taken over</td>
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Objectives & Goals:

Goals set direction

Objectives set destinations

Objectives & Goals:

Typical goals:
- Promote understanding
- Overcome misunderstanding/apathy
- Create awareness
- Inform
- Develop knowledge
- Encourage belief
- Confirm/realign belief
- Act in a particular way
- ...
Objectives & Goals:
- Be reasonable!
- Align with organisational objectives
- Be precise and specific
- Watch out for the budget
- Set priorities

Objectives & Goals:
Internal constraints:
- Availability of persons to do the job
- Cost factor
- Time constraints
- Who decides
- What support is available

External constraints:
- Whom to reach
- Socio-cultural differences
- Infrastructure availability
- Timeframe

Objectives & Goals:
Divide into STRATEGIC and TACTICAL goal

<table>
<thead>
<tr>
<th>Issue</th>
<th>Strategic goal</th>
<th>Tactical goal</th>
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<tbody>
<tr>
<td>Company seen as backward</td>
<td>Position as company that produces innovative products</td>
<td>Promote new product as innovative</td>
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</table>
Objectives & Goals:

Set precise OBJECTIVES for what you want to achieve - and how you will measure it!

These objectives must be measurable - objectives form the base of evaluation!

BAD objective: “increase awareness of volunteer programme”

GOOD objective: “increase awareness of volunteer programme by 10% from currently 10% to 11% of the local population”

Publics:

-[Overseas]
-[Government]
-[Commercial]
-[Financial]
-[“Public”]

Publics:

<table>
<thead>
<tr>
<th>Grouping</th>
<th>Effort Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>25%</td>
</tr>
<tr>
<td>Shareholders (active)</td>
<td>10%</td>
</tr>
<tr>
<td>Shareholders (passive)</td>
<td>2%</td>
</tr>
<tr>
<td>Government Ministers</td>
<td>2%</td>
</tr>
<tr>
<td>Opposition</td>
<td>3%</td>
</tr>
<tr>
<td>Senior Civil Servants</td>
<td>2%</td>
</tr>
<tr>
<td>Customers</td>
<td>25%</td>
</tr>
<tr>
<td>ABC1 householders</td>
<td>10%</td>
</tr>
<tr>
<td>Retail Shops</td>
<td>10%</td>
</tr>
</tbody>
</table>
Messages:
1. Take current articulated perceptions
2. Define what shifts can be made
3. Identify elements of persuasion
4. Ensure messages are credible

From Goals and Objectives to tactics

Goal

Strategy

Tactics

Tactics:

Media Relations:
- Press conference
- Press release
- Articles and features
- One-to-one briefings
- Interviews
- Background briefings
- Photography
- Video News Releases
Tactics:

Internal Communication
- Videos
- Briefings
- Newsletters
- Quality Guides
- ...

Tactics:

Advertising
- Corporate Advertising
- Product Advertising

Tactics:

Corporate Image
- Design
- Implementation
Tactics:

Direct Mail
- Brochures/leaflets
- Customer reports
- External newsletters
- General literature

Tactics:

Sponsorship
- Sports
- Arts
- Worthy causes

Tactics:

Exhibitions
- Trade Exhibitions
- Public Exhibitions
- Literature
- Sampling
- Demonstrations
- Audio-Visual
- Keynotes
Tactics:

Lobbying
- One-to-one briefings
- Background material
- Videos
- Literature
- Group briefings
- Entertainment

Tactics:

Conferences
- Event management
- Audi-visual
- Literature
- Entertainment

Tactics:

Community Relations
- Direct involvement
- Gifts-in-kind
- Sponsorship
- Donations
Tactics:

Crisis Management
- Planning
- Implementation

(Special) Events:
- AGMs
- SGMs
- Special occasions

Tactics:

Financial Relations:
- Annual Reports
- Briefing materials
- One-to-one briefing
- Media relations
- Entertainment
Timescales

Use Critical Path Analysis to determine your time scale!

1. Draw up invitation list
2. Organise venue
3. Book catering
4. Issue invitations
5. Book audio-visual equipment
6. Write speeches
7. Prepare presentation slides
8. Prepare media packs
9. Follow up invitations
10. Prepare final attendance list
11. Rehearsals
12. Attend conference
13. Follow up