

## PR Play 7-2

### Public Relations Planning GOST – Plus Mission

Generally, a public relations plan or campaign will have only one *goal* – many times based on an organization's purpose or mission. That *goal* (realistic and reachable/attainable) may have several *objectives* associated with it. Each *objective* could have a number of *strategies*, although experts believe the *strategies* (messages) should be limited so that audiences remember them. However, the number of *tactics* that can be developed for a given strategy is almost infinite [certainly, there are many ways to deliver the message(s)].

**Mission or Purpose** – A clear and succinct reason the organization came into existence – its purpose. It answers the question: “Why we are here to serve you – why we are in business? (This is who we are; what we think about ourselves; what we want to do; and why we deserve your support.) The corporate mission statement, with a broad focus and a customer orientation, provides management with a sense of purpose. A brief statement defines “What business are we in.” It should have a broad focus and a customer orientation. Example:

#### **Mission Statement – Cherry Hill Public Library**

*The Cherry Hill Public Library (CHPL) is dedicated to providing a variety of library materials and services, access to innovative technologies, and a wide range of programs to meet the informational, educational and cultural interests of the community. CHPL recognizes its value and responsibility to society as an educational, social and cultural resource – committed to upholding the public's access to information.*

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**Goal** – The desired outcome of the plan (or project). The primary result an organization is attempting to achieve through its public relations efforts. Where the organization wants to be sometime in the future. Usually a more specific expression of a mission or purpose. Often related to one specific aspect of the mission or purpose. Is commonly described as the outcome of a plan of action. (Example – The Cherry Hill Public Library (CHPL) will become known as “The Heart of Town.”)

cont.

### PR Play 7-2 continued

**Objective** – Single goals broken into subsets known as objectives. They are specific milestones that measure progress toward the achievement of a goal. Objectives must:

1) address the desired result in terms of behavioral change; 2) designate the target public(s); 3) specify the expected level of accomplishment; 4) identify the time frame in which the accomplishments are to occur. Objectives are major aims in measurable terms. It is that measurement that helps determine – in the evaluation stage – the success of the overall PR plan. (Example – **1.0\*** Within the next year, increase the number of family memberships at the CHPL by 25 percent.)

**Strategy** – A general, well thought out plan of action. What must be done, to whom, how it will happen, and why you want it to happen. It is a broad plan of action an organization uses to achieve one or more of its objectives. (Example – **1.1** Demonstrate that the CHPL is committed to achieving and maintaining excellence in providing public library services to the community – meeting the needs of residents, businesses, organizations and their employees and members.) Strategies carry a strategic message or messages – even if implied or subliminal – to targeted audiences. They are the thoughts behind an objective.

**Tactic** – Specific activity, tool or task conducted to carry out and achieve strategy. (Example – **1.1.1** Produce and distribute e-newsletter Book Bytes using school district distribution list to reach younger families and make available in hard copy for those who would rather not receive it electronically. The same distribution offer would be given to all other organizations in the municipality.)

A key to public relations planning is remembering that tactics help achieve a specific strategy, which helps achieve a specific objective. When successfully combined, synergy has been achieved because the goal has been reached.

(\*To view a complete, award-winning plan, "Philadelphia Phillies – A Crisis Communication Plan Commissioned by *Courier-Post*" go to [www.larrylitwin.com](http://www.larrylitwin.com) and click on Student Resources, Classroom handouts, No. 49. Plans use a decimal system for easy reference. The plan received the 2006 Pepperpot Award from the Philadelphia chapter of the Public Relations Society of America for Crisis Communication and the Frank X. Long Achievement Award for "excellence in writing and creativity.")

### **Benefits**

State the product of the strategy/tactics or the outcome (effect) to the target audience. Specify the expected outcome in terms of predicted knowledge, new awareness or change in behavior. Think comprehensively about this.

### **Proof**

State specifically how you will evaluate the success of your strategy. Do this for both *quality* and *process evaluation* – how well was the communication tool made and delivered. And how well did it work.

There are *five* elements we can measure in public relations. When preparing this summary for a boss or client, write it as a one-page summary, if possible. Make certain to include:

- Agent: (1) Who will carry out the strategy? (2) Do you have the resources to do it?
- Cost: (3) How much will it cost? (4) Is it under budget?
- Time: (5) How long will it take to make and deliver the strategy and when will it happen?

### **Crafting a Mission Statement**

A clear and succinct reason the organization came into existence – its purpose. It answers the question: “Why we are here to serve you – why are we in business? (This is who we are; what we think about ourselves; what we want to do; and why we deserve your support.) The corporate mission statement, with a broad focus and a customer orientation, provides management with a sense of purpose. A brief statement defines “What business are we in.” It should have a broad focus and a customer orientation.

### **Writing a Mission Statement**

One of the hardest “products” for strategic counselors to write is the *mission statement*. *Mission statements* can tell a lot about your business, so it’s important to take time, look at some mission statement examples, and put effort into writing a good one.

### **What is a Mission Statement?**

You should think of a *mission statement* as a cross between a slogan and an executive summary.

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**Mission Statement Example –  
Thomas Jefferson University Hospital**

Thomas Jefferson University Hospital is dedicated to improving the health of the communities we serve. We are committed to:

- Setting the standard for excellence in the delivery of patient care, patient safety and the quality of the healthcare experience.
- Providing exemplary clinical settings for educating the healthcare professionals who will form the collaborative healthcare delivery team of tomorrow.
- Leading in the introduction of innovative methodologies for healthcare delivery and quality improvement.

We accomplish our mission in partnership with Thomas Jefferson University and as a member of the Jefferson Health System.

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**Vision Statement Example –  
Thomas Jefferson University Hospital**

- To be a national leader for excellence and innovation in the delivery of healthcare and patient safety, continually improving the quality of services and the patient care experience.
- To be the model of service in our focused clinical service lines and in related patient-oriented research and clinical trials.
- To provide exemplary clinical settings that support the education of future healthcare practitioners, both as individuals and as members of the collaborative healthcare delivery team.
- To be an “employer of choice,” providing a highly rewarding environment for our employees.

Just as slogans and executive summaries can be used in many ways so, too, can a mission statement. An effective *mission statement* should be able to tell your company story and ideals in less than 30 seconds.

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**Encompassing Mission Statement –  
The Rothman Institute**

The Rothman Institute delivers world class orthopaedic care through exceptional service, compassionate physicians and staff members, quality patient care, advanced technology and science, as well as unsurpassed patient and staff education – the results of which universally exceed our patients' expectations.

**Our Company**

Rothman Institute Orthopaedics will lead the healthcare industry through the provision of unsurpassed service and quality care, and the continuous development and education of our physicians and employees.

**Our Patients**

Our patients are the most important aspect of our healthcare practice. We will provide our patients with unparalleled service, respectful, high-quality care and education in a safe and comfortable environment that promotes the enhancement of mobility and the quality of life.

**Our Community**

Our commitment to the communities we serve is the foundation of our civic responsibilities. We will provide employment opportunities, charitable services and contributions, supporting the local economy. Through our responsible citizenship and community engagement efforts, we will make the community a better place to live.

**Our Physicians**

Our strength lies in the knowledge, innovation, expertise and exacting standards of our physicians. We will bring the same passion for excellence that makes us the preferred provider of care for employers, referring physicians and athletic teams to our daily operations and interactions with our highly trained specialists.

**Our Employees**

Our employees are the heart and soul of our company and their contributions are essential to accomplishing our mission. We will invest in each employee through the provision of optimal working environment, encouragement of self-expression and professional development, cultivation of self-esteem, and promotion of positive relationships.

“Exceptional Care, Exceptionally Caring”

### PR Play 6-7

#### Mission Statement Example – Ben & Jerry's®

Ben & Jerry's® takes a unique approach to a mission statement. The corporation posts three mission statements, side by side – one for each of its approaches/commitments – product, economic and social.

##### **Our Mission Statement**

Ben & Jerry's® is founded on and dedicated to a sustainable corporate concept of linked prosperity.

Our mission consists of 3 interrelated parts:

##### **Product Mission**

To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.

##### **Economic Mission**

To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders & expanding opportunities for development and career growth for our employees.

##### **Social Mission**

To operate the company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally & internationally.

##### **Central To The Mission Of Ben & Jerry's®**

is the belief that all three parts must thrive equally in a manner that commands deep respect for individuals in and outside the company and supports the communities of which they are a part.

#### How should I write a Mission Statement?

Here are some basic guidelines in writing a *mission statement*:

- A mission statement should say who your company is, what you do, what you stand for and why you do it.
- An effective *mission statement* is best developed with input from all the members of an organization.

- The best *mission statements* tend to be three to four sentences long.
- Avoid saying how great you are, what great quality and what great service you provide.
- Examine other *mission statements*, but make certain your statement is you and not some other company, firm or organization. That is why you should not copy a statement.
- Make sure you actually believe in your *mission statement*. If you don't, it's a lie, and your customers or clients will soon realize it.

### **Crafting a Vision Statement**

Susan Ward of Cypress Technologies defines a *vision statement* as a picture of your company in the future, but so much more. Your vision statement is your inspiration, the framework for all your strategic planning.

A vision statement may apply to an entire company or to a single division of that company. Whether for all or part of an organization, the vision statement answers the question, "Where do we want to go?"

What you are doing when creating a vision statement is articulating your dreams and hopes for your business. It reminds you of what you are trying to build.

While a vision statement doesn't tell you how you're going to get there, it does set the direction for your business planning.

### **Guidelines for Making a Case Presentation**

Making a *Case Presentation* precedes other case products – to help explain where you are headed. The *Case Presentation* is taking the research and other hard work committed to paper and explaining it using the most up-to-date technology. A case study is a retrospective – an evaluation of a communication challenge and how it was handled by an individual or organization. The study is methodical, includes research and usually a strategic plan.

Evaluators, preparing as if they were presenting to a client, work with a group or team. Teams use individual members' skills to their best advantage. Members are encouraged to look within themselves to their own talent and motivation. Each member should consider the art as well as the science of presenting information in a clear, logical way.

Skillfully persuade others to see things as you do. Be gracious with your audience – even those who disagree with you.