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Anatomy of Strategic Communication from

The Public Relations
Practitioner's Playbook

M. Larry Litwin, APR, Fellow PRSA

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Or...

Why **We** Do What **We** Do

And

How To Do It Better!

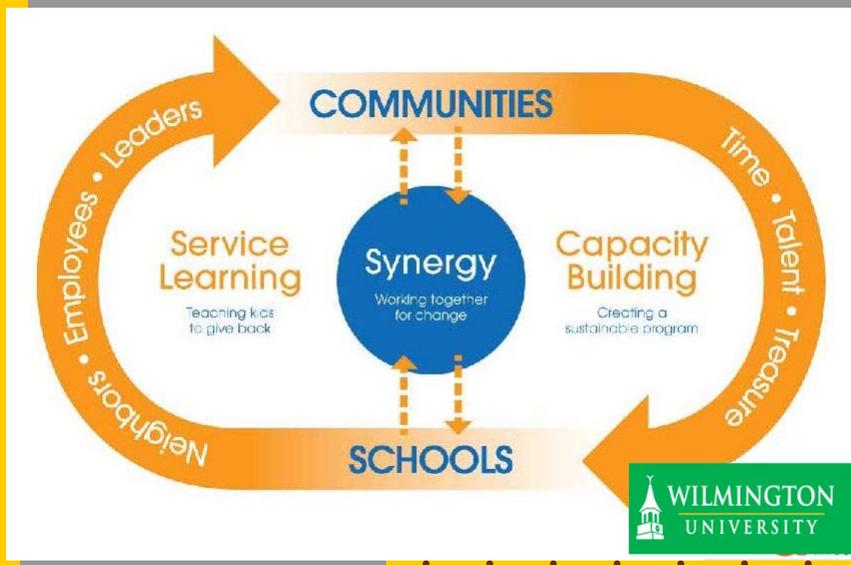


You enter to learn

You leave to serve



Bright Futures Framework



I am here to:

HELP

...Hear, Educate, Learn and Prepare

[**HELP** – *Hear* what Prof. Litwin says so you can be *Educated* to *Learn*, which will *Prepare* you for your future. You've come to Rowan University to learn. You leave here to serve.]



I'm Here To

HELP

.. to Hear, Encourage,
Love, and Prepare.

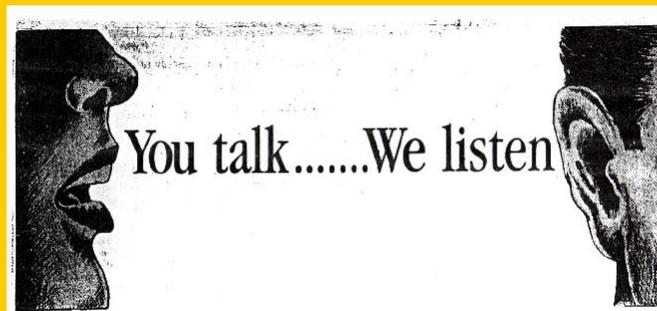


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PR Is...

- “This is who we are;
- What we think about ourselves;
- What we want to do; and
- Why we deserve your support.”



You Talk – We Listen

Hearing vs. Listening

There is a reason why we have two ears and one mouth – we must listen twice as much as we speak.



Strategic/Public Communication

- **Strategic/public communication** is at the heart of our economy, society and politics. Studios use it to promote their films. Politicians use it to get elected. Businesses use it to burnish their image. Advocates use it to promote social causes.
- It is a field built on ideas and images, persuasion and information, strategy and tactics. No policy or product can succeed without a smart (strategic) message targeted to the right audience in creative and innovative ways at *the* ideal time using the proper channel. The ability to communicate this way – to communicate strategically – is what **strategic/public communication** is all about.



Strategic Message

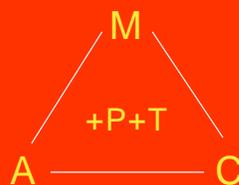
Commercial Persuasion
Or
Public Relations

“The establishing of reciprocal
understanding between an individual
and a group.”

Edward Bernays



MAC Triad



M=Message A=Audience C=Channel
P=Purpose T=Timing



MAC Triad Plus cont.

- Informization
 - Disseminating information (*message*) to target *audience* through the proper *channel* at the best possible *time*.



Advertising is Synergy



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Strategic Message

Commercial Persuasion
Or
Public Relations

“The establishing of reciprocal understanding between an individual and a group.”

Edward Bernays



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Public Relations...

(Not paid – Uncontrolled)



Public Relations...

A tool of leadership!
[more later...]



Public Relations 101

- Management and ***counseling*** function
- Enables organizations to build and maintain ***relationships***
- Through an understanding of audience attitudes, opinions and values
- ***Planned, deliberate*** and ***two-way***
- ***Conscience*** of organization
- Overseer of brand/***reputation***
- ***Relationship*** management



Public Relations

A management function that helps organizations and their publics mutually adapt to one another.



Public Relations

- “Public relations helps an organization and its publics adapt mutually to each other.”
- “Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.”



Public Relations

- “Public relations is a [two-way] strategic communication process [management function] that builds mutually beneficial relationships between organizations and their publics.”

Larry’s definition



Advertising 101

- Paid
- (Non)-personal communication
- From identified sponsor
- Using (mass) media
- To persuade or influence
- Audience

(Paid – Controlled)





Marketing 101

Determine what people need (and want) and give it to them.



PR Practitioners are...

Strategic Advisors



Edward Bernays' Public Relations Functions

- To interpret the client to the public, which means promoting the client
- To interpret the public to the client, which means operating the company in such a way as to gain the approval of the public
- To act as a public service
- To promote new ideas and progress
- To build a public conscience

Crystallizing Public Opinion – 1923



Ivy Ledbetter Lee's Public Relations Principles

1. Tell the truth
2. Provide accurate facts
3. Give the public relations director access to top management so that he/she can influence decisions



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PR Counselors must possess...

- Loyalty
- Judgment
- Trust
- Ethics
- Integrity



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Managing Public Opinion

Public relations practitioners...

- Assess public opinion
- *Influence* public opinion

It is our responsibility to **MANAGE** public opinion. It is the difference between *meaning* and *message*.



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ABCs of Strategic Communication

- Anticipate
- Be Prepared
- Communicate Clearly, Concisely,
Consistently, Calculatingly,
Completely (Specifically and Simply) and
Correctly

Open, Honest, Thorough, Valid



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Another “A” = Accountability

More on this particular

“A”

in a moment.



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CBA of Strategic Communication

- Conceive
- Believe
- Achieve



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CBA of Strategic Communication

- Conceive = Head
- Believe = Heart
- Achieve = Hands



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Another “A” = Accountability

- Controlled autonomy
- Answerable
- Responsible
- Being a source or cause
- Able to be trusted or depended upon
- Reliable



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What is **A**ccountability?



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Another “A” = Accountability

- Answerable
- Responsible
- Being a source or cause
- Able to be trusted or depended upon
- Reliable



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Accountability – defined

A key component to practicing effective and reliable public relations.



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PR Practitioners/Counselors

Accountability is...
thinking strategically

- Deliberately
- Systematically
- Methodically
- Logistically
- Calculatingly (Measured Tones)



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Accountability's – Bottom Line

- Senior managers want marketing managers to prove that their marketing is effective based on:
 - Sales increases
 - Percentage share of the market the brand holds
 - Return on Investment (ROI)
- Agencies are creating departments to help marketers evaluate the efficiency and effectiveness of their marketing communication budgets.



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How is *accountability* measured?



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Through...

- Achievement (yet, another **"A"**)
- Communication



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You are the Brand

- Brand
- Brand Equity
- Brand Extension
- Brand Expansion
- Brand Familiarity
- Brand Favorability
- Brand Identity
- Brand Image
- Brand Insistence
- Brand Loyalty
- **Brand Power (Brand Champions)**



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Delivering *the* promise

That's *accountability*,
too!!!



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Are you a *brand champion*?

- ***Brand champions*** deliver what they promise – and more. Delivering helps to achieve...***accountability***.
- ***Accountability*** leads to ***synergy***.



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Double Bottom Line

- First Bottom Line
 - Build Relationships
- Second Bottom Line
 - Profit – or, accomplish your Goal



Triple Bottom Line

- Pat Jackson's DBL – plus:
- Third Bottom Line
– Revenue > Controlled Costs = Profit



Fraser Seitel's "Real" Bottom Line of PR

- "Our fundamental role in PR is to defend and promote and enhance and sustain the reputation of our organizations."
- "Our job in PR is to help ensure that that objective is achieved...through proper performance – effectively communicated."



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How are Bottom Lines Achieved?



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Reaching the Desired Outcome

- Attitude
- Opinion

Education > Knowledge >
Attitude > Behavioral Change >
Output = Desired Outcome



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Public Relations is Synergy



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PR-Pie

- Purpose
- Research
- Planning
- Implementation
- Evaluation



Principles of Authentic Communication*

- Truth
- Fundamentality
- Comprehensiveness
- Relevance
- Clarity
- Timeliness
- Consistency
- Accessibility
- Responsiveness to feedback
- Care



Principles of Authentic Communication*

- **Truth** – being accurate and factually correct.
- **Fundamentality** – dealing with the core or essential issues and information.
- **Comprehensiveness** – telling the whole story, including the meanings and implications of the issue in question.



Principles of Authentic Communication*

- **Relevance** – taking into account and making connections with the interests of the parties involved.
- **Clarity** – using language that is appropriate and understandable for those involved, explaining technical terms, organizing and illustrating the information logically and understandably [clear, concise, complete, consistent, specific, simplistic.]



Principles of Authentic Communication*

- **Timeliness** – providing information when it is known, leaving sufficient time for response prior to decisions or actions.
- **Consistency** – not opposing or contradicting your own or your organization's other words or actions.
- **Accessibility** – making information, relevant sources and opportunities for discussion easily available to all parties; assuring physical accessibility to meetings.



Principles of Authentic Communication*

- **Responsiveness to feedback** – engaging in two-way communication, seeking others' views and concerns and allowing those concerns to influence the organization's actions.
- **Care** – showing respect, concern and compassion for the circumstances, attitudes, beliefs and feelings of other parties.

* Bojinka Bishop, Ohio University



Principles of Authentic Communication*

- Truth
- Fundamentality
- Comprehensiveness
- Relevance
- Clarity
- Timeliness
- Consistency
- Accessibility
- Responsiveness to feedback
- Care



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PR Plan/Roadmap

- Goal
- Objectives
- Strategies
- Tactics
- Tools



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Superior ***tactics*** cannot overcome a bad (business) ***strategy***.



No Planning = No Plan =
No Hope



Synergy

The whole is greater than
the sum of its parts

or

The whole works better than
any one of its parts.

*[To achieve our goal, we should
achieve synergy.]*



Synergy's Parts

- Advertising
- (Sales) **Promotion***
- **Public Relations***
- Direct Marketing
- Cause Marketing
- Sponsorship (Partnering) Marketing
- **Positioning (Place)***
- **Personal Selling***
- **Price***
- **Product** itself*
- **Packaging***
- **Policy***
- **Politics***
- Mind Share
(Brainstorming – Intellectual Property)
- Brand Identity
- Interactive

* Litwin's 9 P's of Marketing



Public Relations is Synergy



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Litwin's *9 P's* of Marketing = Synergy

- Product
- Place (Positioning)
- Price
- Promotion (Sales)
- Public Relations
- Personal selling
- Policy
- Politics
- Packaging



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7 C's of Communication

- Credibility
- Context
- Content
- **Clarity**
- Continuity and Consistency
- Channels
- Capability



Content is crucial...

but the medium is part of the message, too!

(Marshal McLuhan)



Public Communication

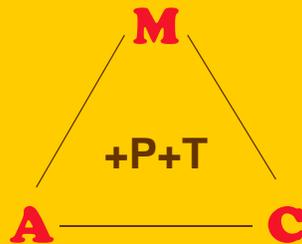
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Superior *tactics* cannot overcome a *flawed* (business) *strategy*.



MAC Triad Plus



M=Message **A**=Audience **C**=Channel
P=Purpose **T**=Timing



MAC Triad Plus cont.

- Informization
 - Disseminating information (*message*) to target *audience* through the proper *channel* at the best possible *time*.



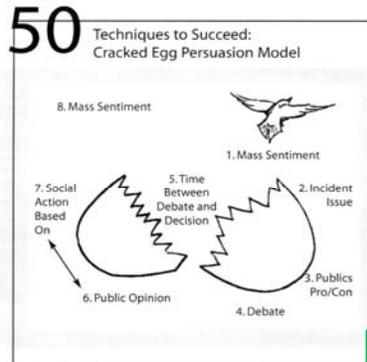
More On MAC Triad Plus

Some Key Communication Terms

- Propaganda
- Manipulation
- Stakeholders vs. Stockholders (To deliver message, we must know the difference)



Cracked Egg Model

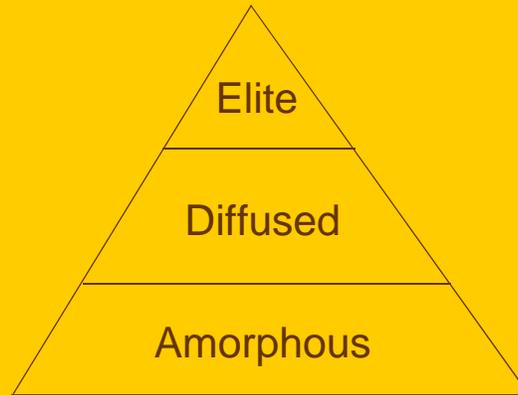


Audiences (ISPR)

- Identify
- Segment/Fragment
 - Demographically
 - Psychographically
 - Geodemographically
 - Behavioristically
 - Benefits
- Profile
- Rank
 - Audience Power Structure
 - Elite (Key Communicators)
 - Pluralistic or Diffused
 - Amorphous/Latent



Audience Power Structure



Target vs. Niche

Target

- Audience you want to reach

e.g. High school students

Niche

- Narrowly defined audience

e.g. White, high school girls of divorced parents



Active vs. Passive

Active

- Already sold
- Seeking information

Passive

- Uninterested
- Use surrogates (stand-ins)



Features and Benefits

Features

- Important characteristics of a product or service.

Stress features to active audiences.

Benefits

- The quality of product or service that supplies satisfaction or need fulfillment to the consumer or audience member.

Stress benefits to passive audiences.



WII-FM

Features + Benefits = Value

Value = Worth



Bargain

When the value exceeds the cost.

Remember, you only get what you pay for – but most times you don't even get that!



Persuade vs. Convince

- Persuade
 - Change of mind or attitude (for a **short** time)
 - When you persuade someone, you get them to act without convincing them
- Convince
 - Change of heart **and** mind (**long** term)
 - When you convince someone, you actually get them to believe something else



Persuasion Pointers

- Know your audience
- Know what *you* can accomplish
- Anticipate objections/dispel them
- Establish mutual goals/a common ground
- Give options/choices
- Be clear
- Be familiar



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Persuasion cont.

- Use problem/solution format
- Stress rewards/benefits
- Control the tone
- Clinch your argument
- Ask for what you want
- Leave (impression) something to remember



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Three-Step vs. Two-Step Flow

Three-Step Flow	Two-Step Flow
1. Credible endorser*	1. Mass-media
2. Key communicator	message carrier
3. (Targeted) publics	2. (Targeted) publics

*Source credibility



Three-Step vs. Two-Step vs. One-Step Flow

One-Step Flow – One-to-One

1. From organization *directly* to
(*Targeted*) publics



Third Party Endorser

- Endorsement
- Testimonial

[Know the difference]



Key Communicators

- Who Needs Key Communicators?
- Who Should be a Key Communicator?
- Starting a Program
- An “Authorized Grapevine”
(Consumption Pioneers – Connectors –
Leaders of People – WOMMP [Word of
Mouth Marketing Program])



Alternative Media

- Radio
- Television
- Internet (and Interactive – Web 2.0/Blogs/Wikis)
- iPod® (Podcasts, etc.)
- Vcasts®
- Cell Phone
- iPhone®
- Digital Signage
- Aroma Marketing
- WOMM
- Silent Publicity



Alternative Media

- Cross Platform
 - Print
 - Digital Signage
 - Wireless
 - Broadband
 - TV
- Convergence of Distribution
 - Multiple Platforms



Getting a Seat at the Table

- Know how to communicate.
- Know what our employer does and the industry he/she represents.
- Have an “attitude” – think strategically.
- Be a counselor.
- Loyalty, Judgment, Trust, Ethics, Integrity.
- Always be ethical – open, honest, thorough and valid – the “corporate conscience.”



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Communication:

A Tool of Leadership



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Public Relations...Leadership

**All leaders are
teachers...but not all
teachers are leaders!**



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Public Relations...Leadership

Managers – Do things right.

Leaders – Do the right things.



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Leaders

- Convene
- Communicate
- Persuade (maybe even *convince*)



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Leader Defined

- Title
- Charisma (Connectivity)
- Competence/Expertise
- Communicator
- Courage
- Tenacity
- Perseverance
- Mental Toughness
- Vision
- Responsibility



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Leadership Defined

In the end, *Leadership* is defined by:

Results



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Leadership Framework



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Leadership Framework

- Control



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Leadership Framework

- Control
- Consistency



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Leadership Framework

- Control
- Consistency
- Campaign



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Leadership Framework

- **Control**
 - Preparation



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Leadership Framework

- **Control**
 - Preparation
 - Follow-up



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Leadership Framework

- **Control**
 - Preparation
 - Follow-up
 - Proactive



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Leadership Framework

- **Consistency**
 - Organization



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Leadership Framework

- **Consistency**
 - Organization
 - Repetition



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Leadership Framework

- **Campaign**
 - Planning/“Premeditated”



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Leadership Framework

- **Campaign**
 - Planning/“Premeditated”
 - Strategy/Timing



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Leadership Framework

- **Campaign**
 - Planning/“Premeditated”
 - Strategy/Timing
 - Measurable results



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Leadership Framework

- **Control**
 - Preparation
 - Follow-up
 - Proactive
- **Consistency**
 - Organization
 - Repetition
- **Campaign**
 - Planning/
“Premeditated”
 - Strategy/Timing
 - Measurable
results



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James Baker...

Leadership

“Knowing what to do and then doing it.”



President Carter...

“Leaders whose messages are not changing (or reinforcing) behavior are not true leaders. In fact, they are ‘MISleaders’.”



Leaders

- Choose to lead by stepping out of the darkness and taking others with you.
- Make decisions they have to make even when they might have dangerous consequences



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In the Eye of the Storm: Lessons in Leadership

A real life example of *Leadership*

From Les Hirsch – CEO
Touro Infirmary
New Orleans, Louisiana



IN THE EYE OF THE STORM: LESSONS IN LEADERSHIP FROM HURRICANE KATRINA

Leadership

Requires Courage, Tenacity, Perseverance and Mental Toughness

Must Make Difficult Decisions

Must be Inspirational and Create Hope, Optimism and Enthusiasm for the Future

Never, Never, Never Give Up.....



**Friday:
September 2, 2005**



**“Retreat,...Hell...We’re Just Advancing in
Another Direction”**

* Quote From a US Army General in Korean War after being asked about withdrawal



**Know Your Destination...
and All Roads Will Lead To It...**

Failure Is Not An Option



Know Your Destination...

**Hit the ground running...and...be sure you
are going in the right direction!!!**

**But remember – It's the journey, *not* the
destination.**



It Always Takes A Great Team

Because...Failure Is Not An Option



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Leadership Defined

In the end, *Leadership* is defined by:

Results



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Credibility



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Credibility

- Trustworthiness



Credibility

- Trustworthiness
- Competence



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Credibility

- Trustworthiness
- Competence
- Communication style



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PR Practitioners/Counselors

Accountability is...
thinking strategically

- Deliberately
- Systematically
- Methodically
- Logistically
- Calculatingly (Measured Tones)



Important PR Reminders



PR Play 1-1
Bernays' Public Relations Functions

- To interpret the client to the public, which means promoting the client
- To interpret the public to the client, which means operating the company in such a way as to gain the approval of the public
- To act as a public service
- To promote new ideas and progress
- To build a public conscience

Edward Bernays –
Crystallizing Public Opinion – 1923



PR Play 1-2

Ivy Ledbetter Lee professionalized public relations by following these principles:

1. Tell the truth
2. Provide accurate facts
3. Give the public relations director access to top management so that he/she can influence decisions



PR Play 1-3

On The Importance of Truth:

"If you lose money for the company, I will be understanding. If you lose one shred of the company's reputation, I will be ruthless."

Warren Buffett - Salomon Brothers



PR Play 1-4

"I want strategic advisors who tell me what I need to hear, not what I want to hear. Honesty and integrity are the only way."

Jack Welch - Former General Electric Chairman and CEO



PR Counselors must possess...

- Loyalty
- Judgment
- Trust
- Ethics
- Integrity



Getting a Seat at the Table

- Know how to communicate.
- Know what our employer does and the industry he/she represents.
- Have an “attitude” – think strategically.
- Be a counselor.
- Always be ethical – open, honest, thorough and valid – the “corporate conscience” (CCO = Corporate Conscience Officer or Chief Communication Officer)



And above all...

Are you willing to tell the boss what he/she *needs* to hear rather than what he/she *wants* to hear?

That is how *YOU* will get a seat at the table.



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Six Cs of Writing Assessment*

- **Clarity** – Say what you mean, mean what you say
- **Correct** – Avoid errors to avoid confusion
- **Connection** – Engage your reader
- **Compelling** – Motivate an action
- **Conviction** – Live on branding
- **Consistency** – Stay on message...always

[Remember: When you make people work,
they stop reading!]

* Roger Shapiro – *Write Right* – Mitchell Rose Communication



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Basic Principles of Effective Presentations



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Basic Principles of Effective Presentations

1. Relate your identity to help create an image



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Basic Principles

1. Relate your identity to help create an image
 - Know the difference between *identity* and *image*.
 - **Persuasion** – the activity of creating, reinforcing, modifying or extinguishing beliefs, attitudes and/or behaviors.
 - **Logo** not *ego*!



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Basic Principles

1. Relate your identity to help create an image
2. Analyze your credibility and believability
 - **Credibility** – is in the eye of the beholder.



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Basic Principles

1. Relate your identity to help create an image
2. Analyze your credibility and believability
3. Exercise control



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Basic Principles

1. Relate your identity to help create an image
2. Analyze your credibility and believability
3. Exercise control
4. Maintain a positive attitude



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Basic Principles of Effective Presentations

1. Relate your identity to help create an image
2. Analyze your credibility and believability
3. Exercise control
4. Maintain a positive attitude
5. Demonstrate leadership listening





Audience Analysis/Worksheet

1. Identify your audience.



Audience Analysis/Worksheet

2. Analyze your audience demographically.





Audience Analysis/Worksheet

3. How well does your audience understand the issues (or topics) you wish to discuss?



Audience Analysis/Worksheet

4. What is your audience's attitude toward your agenda?



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Audience Analysis/Worksheet

5. What does your audience need to know or believe in before you can change its behavior? (What's in it for them?)



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Audience Analysis/Worksheet

6. To what type of arguments is your audience likely to respond?





Audience Analysis/Worksheet

1. Identify your audience.
2. Analyze your audience demographically.
3. How well does your audience understand the issues (or topics) you wish to discuss?



Audience Analysis/Worksheet

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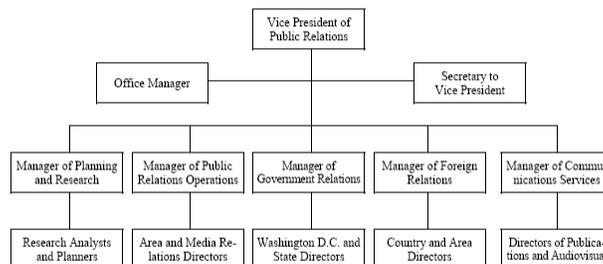


Key Communicators

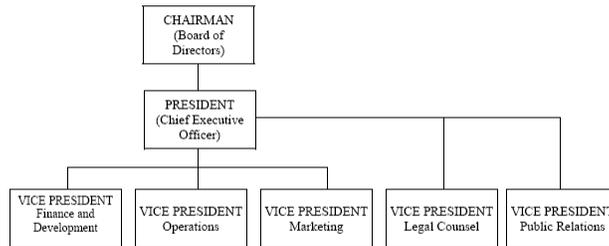
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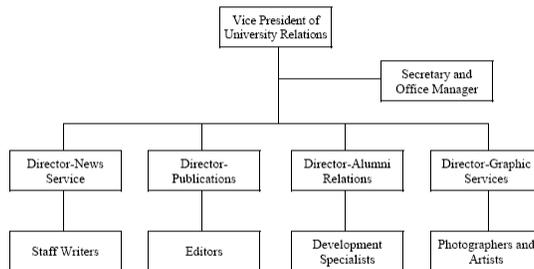
Corporate Public Relations Department



Line and Staff Organization Chart



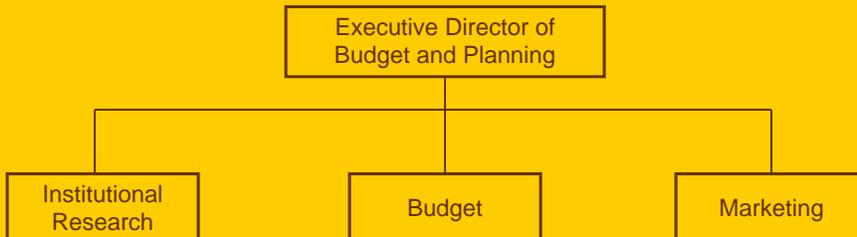
University Public Relations Department



Division of University Advancement



Division of Budget and Planning



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Questions ???

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