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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...

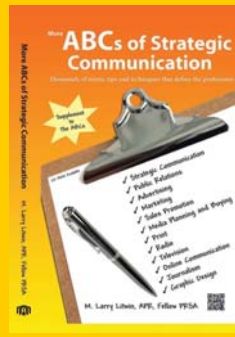
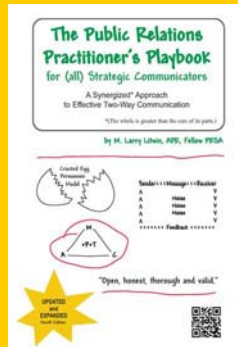
Why **We** Do What **We** Do

And

How To Do It Better!



## Taken from...



## Tell me a story

Ed Sabol...

- "Tell me a fact and I'll learn.
- Tell me a truth and I'll believe.
- But tell me a story and it will live in my heart forever."

The success behind NFL Films

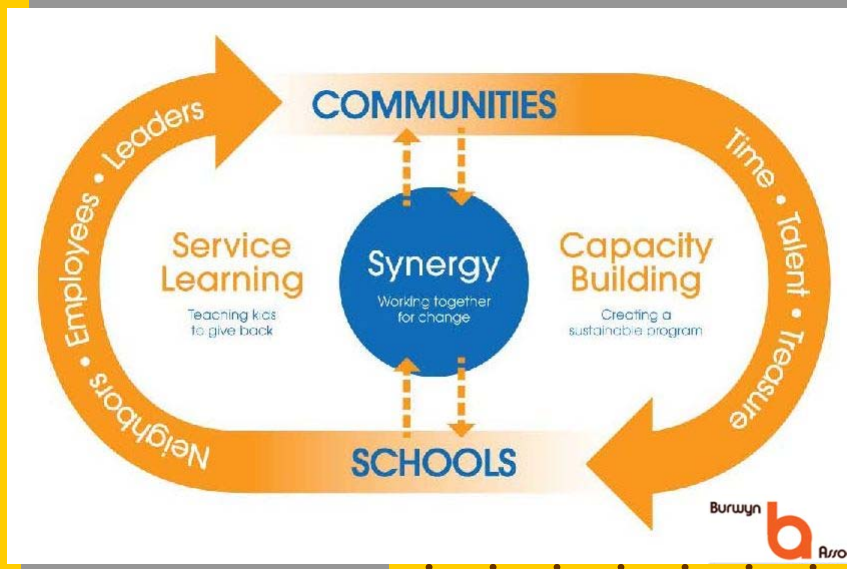


You enter to learn

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 The College of New Jersey to learn. You leave here to serve.]



I'm Here To

**HELP**

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

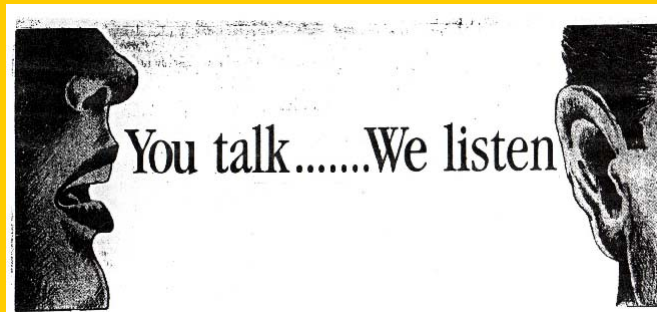


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## PR Is...

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



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## 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.*

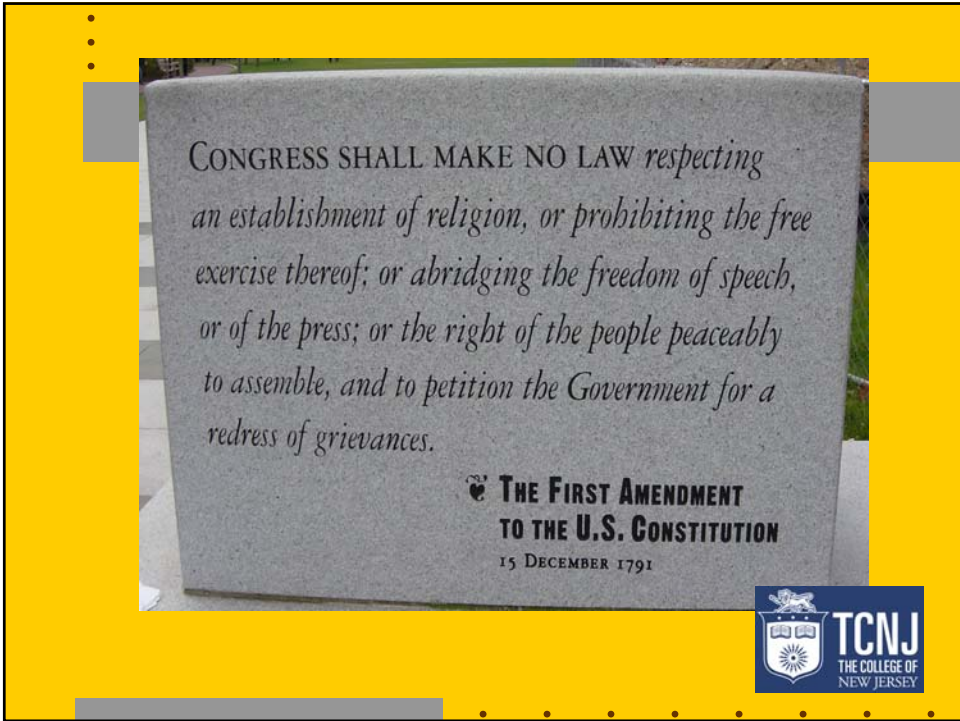


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## ???

**Questions are a sign of  
*strength ... not weakness***





## 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.

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# Strategic Message

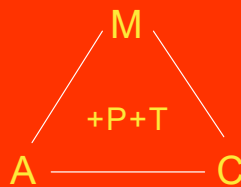
Commercial Persuasion  
Or  
Public Relations

“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





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## MAC Triad Plus cont.

- **Informization**

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



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## 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)**



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## Public Relations...

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



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## 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



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## Public Relations

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



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## 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.*
- *The exchange of goods and services between producers and consumers.*



## Federal Trade Commission



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## PR Practitioners are...

### Strategic Advisers



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## 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*



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## 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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## 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



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## Triple Bottom Line

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



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## 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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## 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

- **P**urpose
- **R**esearch
- **P**lanning
- **I**mplementation
- **E**valuation



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## RACE

- Purpose
- **R**esearch = Research
- **A**ction = Planning
- **C**ommunication = Implementation
- **E**valuation = Evaluation







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## Principles of Authentic Communication\*

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



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## Principles of Authentic Communication\*

- **Truth** – being accurate and factually correct.



## Principles of Authentic Communication\*

- **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.]



## 7 C's of Communication

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



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## Principles of Authentic Communication\*

- Truth
- Fundamentality
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## PR Plan/Roadmap

- Goal
- Objectives
- Strategies
- Tactics
- Tools



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



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## 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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## Content is crucial...

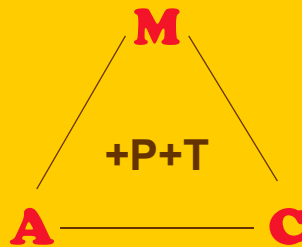
but the medium is part of the message, too!

*(Marshal McLuhan)*



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## MAC Triad Plus



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





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## MAC Triad Plus cont.

- **Informization**

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



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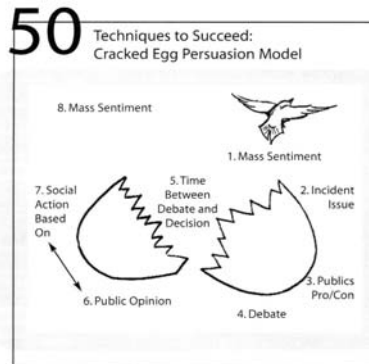
## More On MAC Triad Plus

### Some Key Communication Terms

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



## Cracked Egg Model

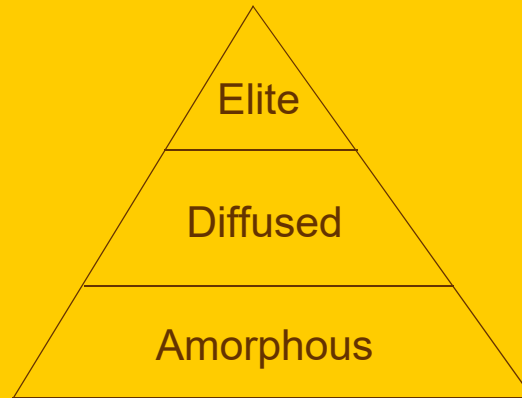


## Audiences (ISPR)

- 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 (Micro)

### Target

- Audience you want to reach

*e.g. High school students*

### Niche

- Narrowly defined audience

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



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## Active vs. Passive

### Active

- Already sold
- Seeking information

### Passive

- Uninterested
- Use surrogates (stand-ins)



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## 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.*



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## WII-FM

Features + Benefits = Value

Value = Worth



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## 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



## Credibility

- Trustworthiness
- Competence
- Communication style



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## PR Practitioners/Counselors

***Accountability*** is...  
thinking strategically

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## Important PR Reminders



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





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## PR Counselors must possess...

- Loyalty
- Judgment
- Trust
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- Integrity



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## Questions ???

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