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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...

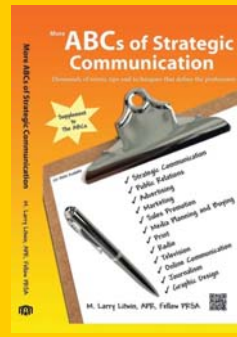
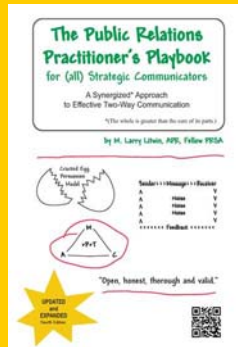
Why **We** Do What **We** Do

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

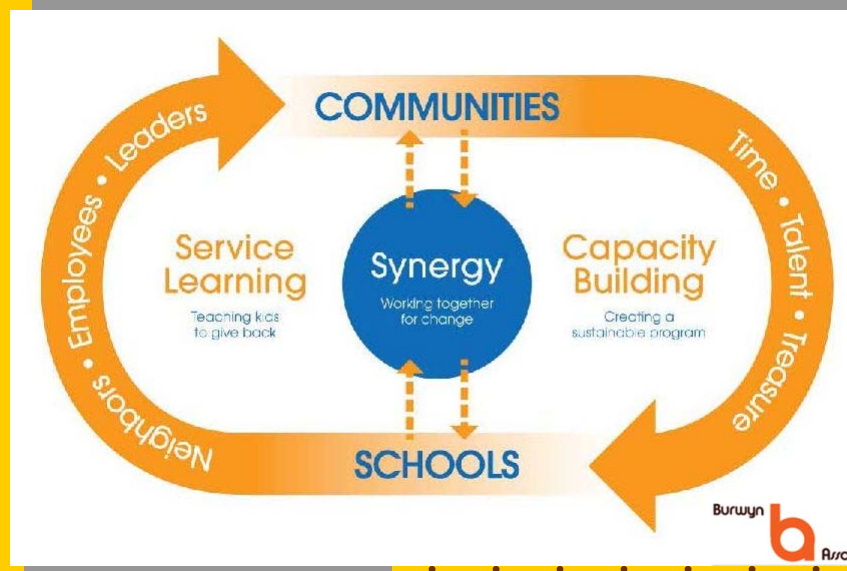


**You enter to learn**

**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 Rowan University to learn. You leave here to serve.]



I'm Here To

**HELP**

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

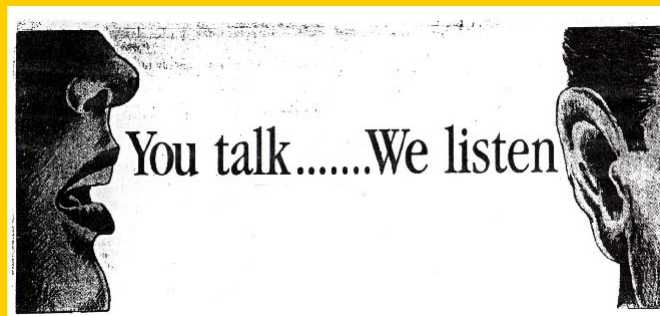


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## PR Is...

- “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.*



...

## ???

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



CONGRESS SHALL MAKE NO LAW *respecting*  
*an establishment of religion, or prohibiting the free*  
*exercise thereof; or abridging the freedom of speech,*  
*or of the press; or the right of the people peaceably*  
*to assemble, and to petition the Government for a*  
*redress of grievances.*

 **THE FIRST AMENDMENT  
TO THE U.S. CONSTITUTION**  
15 DECEMBER 1791



## 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

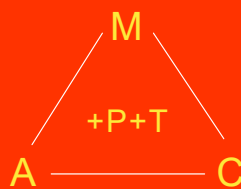
Commercial Persuasion  
Or  
Public Relations

**“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



## **Strategic Message**

**Commercial Persuasion  
Or  
Public Relations**

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

Edward Bernays



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



## Federal Trade Commission



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## PR Practitioners are...

### Strategic Advisers



## 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



...

## **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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## CBAs 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



## What is **A**ccountability?

???



## Another **“A”** = Accountability

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



## Accountability – defined

A key component to practicing effective and reliable public relations.



## PR Practitioners/Counselors

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

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



## 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.



## How is *accountability* measured?

???



## Through...

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



## 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)**



...

## Delivering *the* promise

That's ***accountability***,  
too!!!



...

## Are you a *brand champion*?

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





## 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



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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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## How are Bottom Lines Achieved?

???



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## Reaching the Desired Outcome

- Attitude
- Opinion

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



...

## Public Relations is Synergy



## PR-Pie

- Purpose
- Research
- Planning
- Implementation
- Evaluation



## Two-Way Communication Model

Sender>>>Message>>>Receiver

^

V

^

Noise

V

^

Noise

V

^

Noise

V

^

V

^ <<<<<<<Feedback<<<<<<< V



## Communication

- ...is *shared comprehension* (two way)
- Four Essential Elements/Communication Model
  - Initiator (Sender/Encoder)
  - Carrier (Message)
  - Receiver (Decoder)
  - Feedback (Is clarity being achieved?)

[If the message is not being received as intended, it is your fault. Leaders whose messages are not changing behavior are not true leaders.]



## Principles of Authentic Communication\*

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



## 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



## Public Relations is Synergy



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

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



## 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

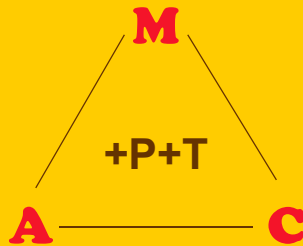
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Superior ***tactics*** cannot overcome a *flawed* (business) ***strategy***.



## 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

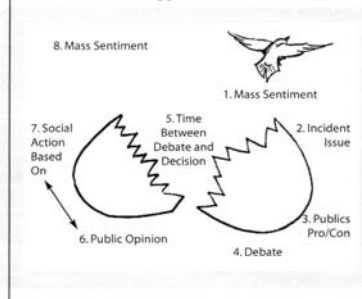
- Propaganda
- Manipulation
- Stakeholders vs. Stockholders (To deliver message, we must know the difference)



## Cracked Egg Model

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Techniques to Succeed:  
Cracked Egg Persuasion Model

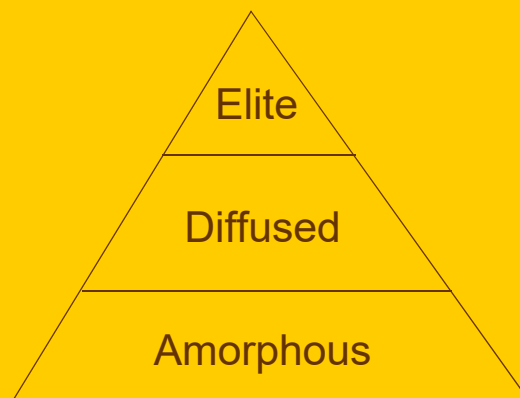


## Audiences (ISPR)

- 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



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## 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

1. Credible endorser\*
2. Key communicator
3. (Targeted) publics

### Two-Step Flow

1. Mass-media message carrier
2. (Targeted) publics

\*Source credibility



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

### One-Step Flow – One-to-One

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



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## Third Party Endorser

- Endorsement
- Testimonial

[Know the difference]



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## 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



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## 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





...

## Public Relations...Leadership

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



...

## Public Relations...Leadership

**Managers – Do things right.**

**Leaders – Do the right things.**



...

## Leaders

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



...

## Leader Defined

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



...

## Leadership Defined

In the end, *Leadership* is  
defined by:

**Results**



...

## Leadership Framework



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## Leadership Framework

- Control



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## Leadership Framework

- Control
- Consistency



...

## Leadership Framework

- Control
- Consistency
- Campaign



...

## Leadership Framework

- **Control**
  - Preparation



...

## Leadership Framework

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



...

## Leadership Framework

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



...

## Leadership Framework

- **Consistency**
  - Organization



...

## 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

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• <b>Control</b><ul style="list-style-type: none"><li>– Preparation</li><li>– Follow-up</li><li>– Proactive</li></ul></li><li>• <b>Consistency</b><ul style="list-style-type: none"><li>– Organization</li><li>– Repetition</li></ul></li></ul> | <ul style="list-style-type: none"><li>• <b>Campaign</b><ul style="list-style-type: none"><li>– Planning/“Premeditated”</li><li>– Strategy/Timing</li><li>– Measurable results</li></ul></li></ul> |
|---|---|



## James Baker\*...

### Leadership

“Knowing what to do and then doing it.”

\*Former Secretary of State



## President Carter...

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



## 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



## In the Eye of the Storm: Lessons in Leadership

A real life example of *Leadership*

From Les Hirsch – CEO  
Touro Infirmary  
New Orleans, Louisiana



## 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



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

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

**Failure Is Not An Option**



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

**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.**





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

**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**



# Credibility



# Credibility

- Trustworthiness



...

## Credibility

- Trustworthiness
- Competence



...

## Credibility

- Trustworthiness
- Competence
- Communication style





...

## PR Practitioners/Counselors

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

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

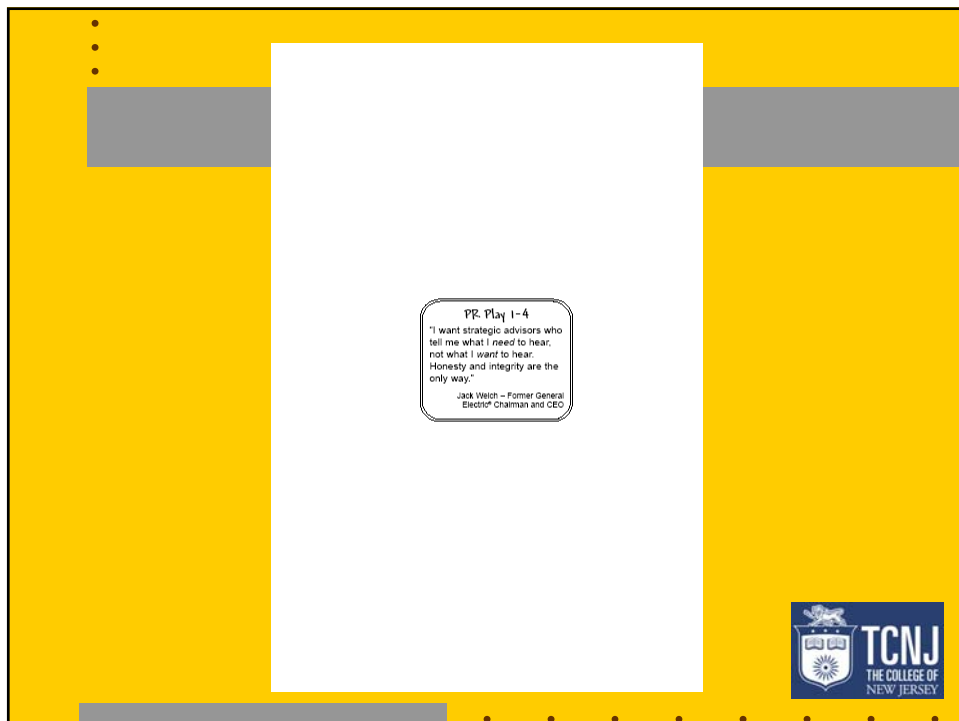
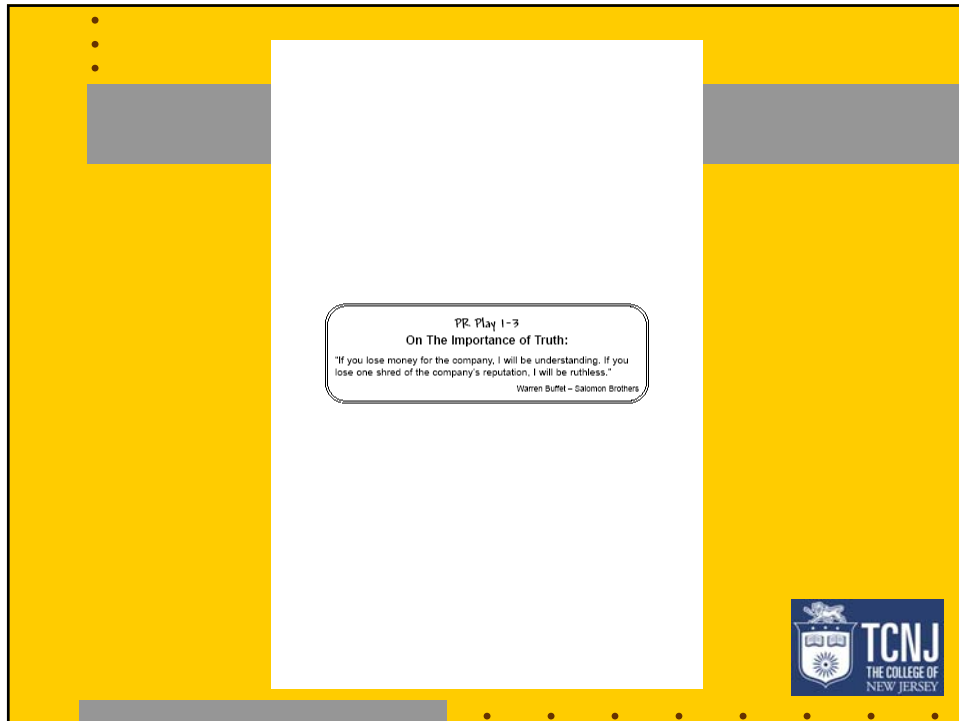


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## Important PR Reminders







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## 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.



...

## 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



...

## 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





## 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.



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## Audience Analysis/Worksheet

2. Analyze your audience demographically.



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## Audience Analysis/Worksheet

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



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## 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?



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## Audience Analysis/Worksheet

1. Identify your audience.
2. Analyze your audience demographically.
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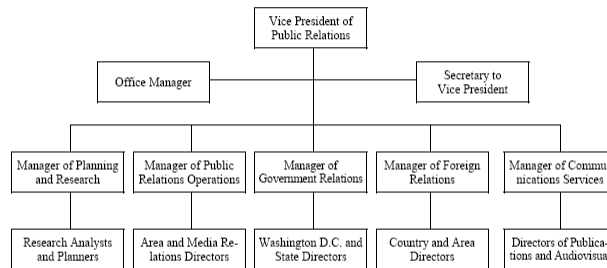
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## Key Communicators

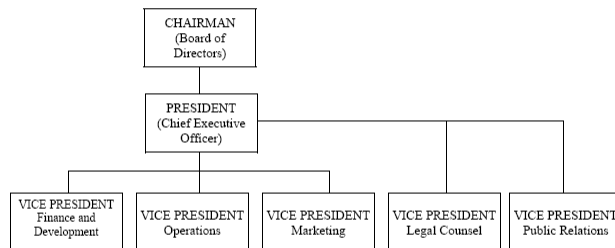
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- Who Should be a Key Communicator?
- Starting a Program
- An "Authorized Grapevine"  
(Consumption Pioneers – influentials –  
Connectors – Leaders of People –  
WOMMP [Word of Mouth Marketing  
Program])



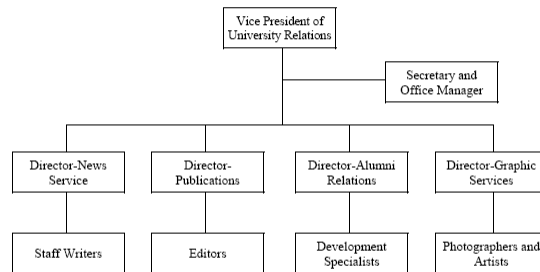
### Corporate Public Relations Department



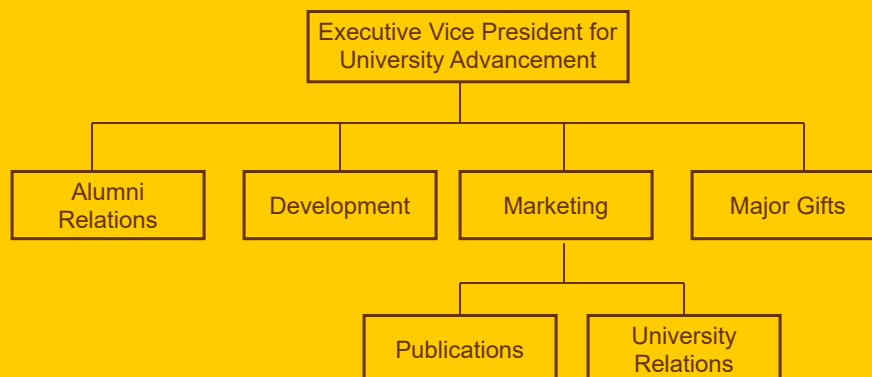
### Line and Staff Organization Chart



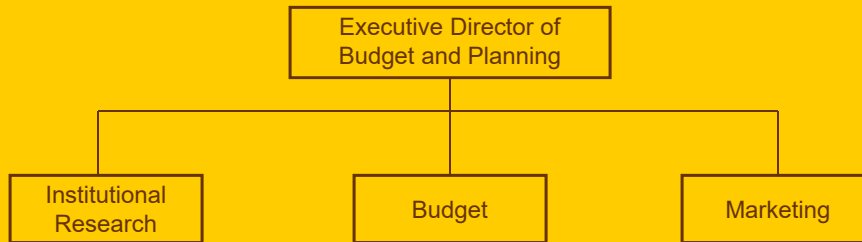
## University Public Relations Department



## Division of University Advancement



## Division of Budget and Planning



## Questions ???

M. Larry Litwin, APR, Fellow PRSA  
*[larry@larrylitwin.com](mailto:larry@larrylitwin.com)*  
*[www.larrylitwin.com](http://www.larrylitwin.com)*

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