

**Pertemuan ke-4:**  
**Management of PR Practice**  
**(Seitel)**

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# Management Process of PR

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- As with any management process, professional PR flows from clear strategies, objectives, and tactics.
- Managers insist on **results**; so PR programs can be measured in terms of achieving key relationships.
- PR's relevance is measured in terms of contribution to company objectives and the bottom line.
- To succeed, PR practitioners must have access to management and understand the business environment.

# The boundary role of PR

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- According to Grunig and Hunt, PR managers fill a boundary role.
- They function at the edge of the organization, as a liaison between internal and external publics.
- One foot is in the organization, and the other is outside.



# Reporting to top management

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- ❑ To serve as a true interpreter, PR must report to top management.
- ❑ This function must be independent, credible, and objective.
- ❑ PR serves as the organization's corporate conscience.

# On reputation.....

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“We can afford to lose money—even a lot of money—but we can’t afford to lose reputation—not even a shred of reputation.”

-- *Warren Buffet*  
*Berkshire Hathaway Co.*



# Now it's your turn:

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What are the dangers of public relations reporting to advertising, marketing, or the legal department?

*Answer:*

*The job mistakenly becomes one of promoting a specific department, rather than the organization as a whole.*



# Conceptualizing the PR plan

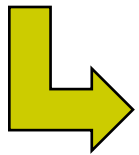
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- Strategic planning for PR is an essential part of management.
- PR is traditionally considered a “seat-of-the-pants” activity – impossible to plan or measure. Why is this thinking flawed?
- With proper planning, PR practitioners can defend and account for their actions.

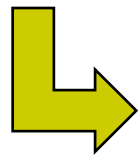
# A management model for PR planning:

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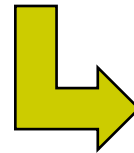
Environment



Business Objectives



PR Objectives and Strategies



PR Programs



# The four-step process of PR management

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1. Defining problem  
or opportunity
2. Programming
3. Action
4. Evaluation

# Creating the PR plan

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Typical components include:

- Executive summary
- Communication process
- Background
- Situation analysis
- Message statement
- Audiences
- Key audience messages
- Implementation
- Budget
- Monitoring and evaluation

# Activating the PR campaign

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Based on your PR plan, it's time to proceed to:

- Backgrounding the problem
- Preparing the proposal
- Implementing the plan
- Evaluating the campaign

*Remember that although planning is important, it should not become an end in itself.*



# Setting PR objectives

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As the saying goes, “What gets measured, gets done.” Test your objectives according to these questions:

- ❑ Do they clearly describe the end result expected?
- ❑ Are they understandable to everyone?
- ❑ Do they list a firm completion date?
- ❑ Are they realistic, attainable, and measurable?
- ❑ Are they consistent with management’s objectives?



# Budgeting for PR

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As with any other business activity, PR programs must be based on sound budgeting. Here are two keys:

1. Estimate the resources needed to accomplish each PR activity.
2. Estimate cost and availability of those resources, both in personnel and purchases.

# Implementing PR programs

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What do PR practitioners do anyway? Here is a partial list:

- Media relations
- Internal communications
- Government relations and public affairs
- Community relations
- Investor relations
- Consumer relations
- PR research
- PR writing
- Special publics relations
- Institutional advertising
- Graphics
- Website management
- Philanthropy
- Special events
- Management counseling



# The public relations department

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PR professionals generally work in one of two organizational structures:

1. As staff in the PR department of a corporation, university, hospital, etc.
2. As a line professional in a PR agency

Departments range from one-person operations to huge networks with hundreds of people.



# The public relations agency

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*A question for you:*

What are the main differences between working for an external agency and an internal department?

*One answer:*

The difference is perspective: outside looking in versus inside looking out.



# Reputation management

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This means managing all aspects of an organization's reputation:

- Brand
- Position
- Goodwill
- Image

# PR CAMPAIGN

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# Public relations campaigns

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- Definition: A public relations campaign is a series of activities and communication materials that happen during an extended period of time with the intention of bringing about a particular result



# Public relations campaigns

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- Purpose: To communicate specific messages to and to develop relationships with target publics in order to achieve a specific behavior

# Public relations campaigns

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- PR professionals design campaigns to build relationships that will help their organization achieve its goals
- Every organization has goals-to achieve them, the organization must be able to get the cooperation of *inside* publics (e.g., peers, teachers, administrators, school boards) and *outside* publics (e.g., parents, the community, the media)



# Public relations campaigns

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- PR campaigns seek to influence a public's behavior in a variety of ways:
  - Get people to do something
  - Get people to do what they are doing differently
  - Get people to stop what they are doing
  - Keep people from doing something
  - Get people to continue to do what they are doing



# Public relations campaigns

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- It's not unusual for one campaign to try to influence a variety of publics' behavior in several or all of the aforementioned ways
- For example, the campaign might be designed to get some publics to do something, some to keep doing what they are doing, and others to stop doing what they are doing



# Public Relations as a Process

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- PR is a series of actions, changes, or functions that bring about a result
- One popular way to describe the process, and remember its components – R-A-C-E
  - Research (used as the basis for planning)
  - Action (the “strategic” plan)
  - Communication (implementation of the plan)
  - Evaluation (using research once again)





# Public Relations as a Process

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- *Research*. What is the problem or situation?
- *Action (program planning)*. What is going to be done about it?
- *Communication (execution)*. How will the public be told?
- *Evaluation*. Was the audience reached and what was the effect?



# Public Relations as a Process

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## □ Research

- The process of gathering information
- The most important part of the campaign
  - If the research is not done, or if it is done poorly, the effectiveness of the campaign will be affected



# Public Relations as a Process

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## □ Research

### ■ Answers the following questions:

- **Why** are we planning the campaign?
- **What** is going on in the environment—the community, the state, the nation, the world—that might affect what we plan?
- **Who** are we trying to reach?
- **When** are the best times to do what during the campaign?
- **Where** is the campaign going to take place?
- **How** will we reach our target publics?



# Public Relations as a Process

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- Action Plan: the process of making decisions about what communication materials and participation activities you will plan, when you will plan them, and how you will monitor their effectiveness
  
- The end result of this part of the process:
  - A written action plan



# Public Relations as a Process

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- Communication: the process of writing and distributing the communication materials, holding the events, and doing all the things you described in your action plan
- Research is part of this process as well because you must monitor the things you are doing to be sure they are effective



# Public Relations as a Process

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- Evaluation: the final stage of the campaign
- After the communication stage is completed, you conduct research again to be sure you achieved the behavior you planned to achieve



# PR Action Plan

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- The action plan is when you bring all the research together and make decisions about how and when you will do what communication materials and participation activities
- Also, how you will monitor your effectiveness
- End result is a written plan



# PR Action Plan

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- The written plan will include:
  - Campaign message
  - Campaign slogan and logo
  - PR objectives
  - PR strategies
  - PR tactics
  - Backwards plan/calendar
  - Budget
  - Monitoring





# Campaign Message

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- Every campaign has a consistent set of messages
- Messages repeated throughout all communication materials and participative activities
- Need to decide on the 1-3 messages you most want your publics to hear and believe



# Campaign Message

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- Why only three messages?
  - Repetition is essential to:
    - Build awareness
    - Build recall
  - Studies show that more than three messages only produce “jumble”



# Campaign Message

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- What do you want in your messages?
  - Things that help your publics form a clear relationship between your messages, your organization, and the behavior your organization expects from its publics as a result of the campaign

# Campaign Message

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- Example:
  - Colorado Trout Unlimited-wanted to stop building of a dam
    - Three-year PR campaign of letter-writing, sending information to the media, protesting at public events, bumper stickers, etc.
    - Each element carried one, two, or three messages
      - Two Forks Dam is too expensive
      - A dam really isn't needed in the Two Forks River location
      - Two Forks Dam will destroy natural resources

# Campaign Slogan and Logo

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- Slogan-a consistent line of copy incorporating the theme of the campaign
  - Ex., Nike's *Just do it*, McDonald's *We love to see you smile*
  
- Logo-appears on all your materials, usually along with the slogan, it is the visual symbol of the organization
  - Ex., Nike's *swoosh*, McDonald's golden arches

# PR Objectives

## (What do we want to achieve?)

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- A PR objective is a statement that clearly defines the outcome you expect to happen when the campaign is completed
- Written as an infinitive (beginning with “to ...”
- Contains four parts:
  - The target public
  - Measurable criteria
  - A deadline date
  - The specific behavior or attitude change expected
- Ex., *To have 100 students attend a presentation on organ transplantation and donation on Apr. 10, 2007*

# PR Strategy

(What are we going to do to achieve it?)

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- A strategy is a statement of the things you plan to do to achieve your objective
- Usually no more than a sentence or two
- Ex., *Beginning Mar. 15, we will begin to promote the Apr. 10 event. We will recruit student leaders and teachers to mention the event at club meetings and in classes and publicize the event heavily throughout the school.*



# PR Tactics

(What tasks do we have to do to achieve it?)

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- A PR tactic is a statement that clearly defines a task that will be done to accomplish the public relations strategy
- Success is measured by whether or not the task was completed
- Parts of a written tactic are:
  - A specific activity to be undertaken
  - Quantity (when appropriate)
  - A completion or deadline date





# PR Tactics

(What tasks do we have to do to achieve it?)

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- Ex., *Create a poster and flyer for the presentation event by March 10*
- *Contact student leaders and teachers to get their agreement to announce the event in their club meetings and classes*
- *Develop the written announcement to be read in club meetings and classes by March 10 or*
- *Identify members of the campaign team who will attend club meetings and classes to personally announce the event*
- *Secure the location to hold the event by February 1*
- *Arrange for refreshments to be served following the event by March 1*



# Backwards Plan/Calendar

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- Once you know what tactics you will do and when you need to do them by, create a *backwards plan* to help keep everybody on the team organized, on time, and in sync
- A calendar that marks what must be done by whom and by what date in order to meet the final deadline
- Start with the completion date and work backwards



# Budget

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- Contains the exact cost of each tactic
- Needs to be detailed—to make sure, before beginning the campaign, that you'll have all the resources you need



# Monitoring

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- The process of doing research as the communication stage is unfolding
- Ensures that the campaign is accomplishing what you set out to do



# Three requests

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- Review MTV website

[www.think.mtv.com](http://www.think.mtv.com)

- Review Children's for Children case study

[www.unyts.org](http://www.unyts.org)

Brainstorm campaign ideas

# Crisis Public Relations

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- ❑ Communicate during organizational crisis
- ❑ Advance preparation is key
- ❑ Be aware of signs leading to crisis
- ❑ Cultivate good relationships with media
- ❑ Determine who will speak with media
- ❑ Be accurate, helpful, and forthcoming
- ❑ Tactful but open (no circling wagons)
- ❑ How you handle crisis will reflect on organization later

# YOUR TURN .....

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## DESKRIPSI TUGAS

- Current News, Issues, Event (Deskripsi 2 - 3 Paragraph)
- PR Campaign
  - Campaign message
  - Campaign slogan and logo
  - PR objectives
  - PR strategies
  - PR tactics