

.....  
Third Edition  
.....

# STRATEGIC PLANNING FOR PUBLIC RELATIONS

.....  
Ronald D. Smith  
.....

This innovative and popular text provides a clear pathway to understanding public relations campaigns and other types of strategic communication. Implementing the pragmatic, in-depth approach of the previous editions, author Ronald D. Smith presents a step-by-step unfolding of the strategic campaign process used in public relations practice. Drawing from his experience in professional practice and in the classroom, Smith walks readers through the critical steps for the formative research, strategic and tactical planning, and plan evaluation phases of the process.

Offering clear explanations, relevant examples, and practical exercises, this text identifies and discusses the decision points and options in the development of a communication program. The cases and examples included here explore classic public relations situations as well as current, timely events. This third edition includes expanded discussions of ethics, diversity, and technology integrated throughout the text, and has a new appendix addressing media training for clients.

As a classroom text or a resource for professional practice, this volume provides a model that can be adapted to fit specific circumstances and used to improve effectiveness and creativity in communication planning. It serves as an accessible and understandable guide to field-tested procedures, offering practical insights that apply to public relations campaigns and case studies coursework.

**Ronald D. Smith**, APR is a professor of public communication at Buffalo State College, the largest college within the State University of New York, where he teaches public relations planning, writing, and related topics to undergraduate and graduate students. Prior to his work as an educator, he spent 10 years as a public relations director and eight years as a newspaper reporter and editor. He is active as a consultant in public relations and strategic communication, assisting businesses and nonprofit organizations with planning, research, communication management, and media training.

In addition to *Strategic Planning for Public Relations*, Smith also is the author of *Becoming a Public Relations Writer* (3rd edition 2008, Routledge) and co-author of *MediaWriting* (3rd edition 2009, Routledge) with W. Richard Whitaker and Janet E. Ramsey.

# Strategic Planning for Public Relations

*Third Edition*

Ronald D. Smith, APR

*Buffalo State College*



Senior Commissioning Editor:	Linda Bathgate
Textbook Development Editor:	Nicole Solano
Editorial Assistant:	Katherine Ghezzi
Cover Design:	Kathryn Houghtaling
Production Manager:	Mhairi Baxter

This edition published 2009  
by Routledge  
270 Madison Ave, New York, NY 10016

Simultaneously published in the UK  
by Routledge  
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

*Routledge is an imprint of the Taylor & Francis Group, an informa business*

© 2009 Taylor & Francis

Typeset in Abode Caslon and Times New Roman by  
Florence Production Ltd, Stoodleigh, Devon  
Printed and bound in the United States of America on acid-free paper by  
Edwards Brothers Inc.

All rights reserved. No part of this book may be reprinted or reproduced or  
utilized in any form or by any electronic, mechanical, or other means, now  
known or hereafter invented, including photocopying and recording, or in any  
information storage or retrieval system, without permission in writing from  
the publishers.

**Trademark Notice:** Product or corporate names may be trademarks or  
registered trademarks, and are used only for identification and explanation  
without intent to infringe.

*Library of Congress Cataloging in Publication Data*

Smith, Ronald D., 1948–.

Strategic planning for public relations/by Ronald D. Smith. – 3rd ed.  
p.cm.

1. Public relations. 2. Strategic planning. I. Title.

HM1221.S77 2009

659.2–dc22

2008030593

ISBN10: 0-415-99422-5 (pbk)

ISBN10: 0-203-89118-X (ebk)

ISBN13: 978-0-415-99422-4 (pbk)

ISBN13: 978-0-203-89118-6 (ebk)

360

# **Strategic Planning for Public Relations**

# Preface

---

*Strategic Planning for Public Relations* offers college and university students a new way to deepen their understanding of public relations and other kinds of strategic communication. It is intended for people serious about entering a profession that is rapidly changing—a profession that is shedding a past that often involved merely performing tasks managed by others and taking on a newer, more mature role in the management of organizations based on research-driven strategic planning, ethical principles, and programmatic evaluation.

This book provides an in-depth approach to public relations planning, more comprehensive than can be found anywhere else. It is built on a step-by-step unfolding of the planning process most often used in public relations, with explanations, examples, and exercises that combine to guide students toward a contemporary understanding of the profession. It is written in a reader-friendly style designed to appeal both to students and practitioners.

The approach used in *Strategic Planning for Public Relations* is rooted in the author's belief and observation that students learn best through a threefold pattern of being exposed to an idea, seeing it in use, and then applying it themselves. This is the rhythm of this book—its cadence, if you will. This is the design that takes a complex problem-solving and decision-making process and turns it into a series of easy-to-follow steps. These nine steps provide enough flexibility to make the process applicable to all kinds of situations and to organizations with different missions, diverse sizes, varying resources, and differing skill levels among the staff.

This third edition of *Strategic Planning for Public Relations* follows the same format as the previous editions. It updates examples and incorporates recent research. It also adds a few new sections, particularly a section on stereotyping in Step 3 and a section on statistics in Step 6.

## Note to Students

Thank you for allowing me to share my ideas and insights into a profession that I have found to be both challenging and rewarding. I wish you much success as you proceed toward a career that I hope you, too, will discover to be exhilarating.

I stumbled into public relations somewhat by accident, at least not by my own conscious design. I began my career as a newspaper reporter, and later as an editor, with some side trips into television writing and producing, freelance magazine writing, and newsletter editing. I then made the transition into public relations—at first building on a familiar base of media relations, publicity, and newsletters, and only later navigating into issues management, crisis response, integrated communication, and a host of related areas. Along the way I incorporated the new technological developments (particularly desktop publishing, e-mail, and the Internet) and now wonder how we once managed without these tools. Frankly, I wish there had been a book like this to guide me toward an understanding of how to undertake public relations, especially the research and planning parts. So I'm pleased to be able to share with you some of the insights I've picked up along the way.

With this book and the practical exercises that go with it, you are proceeding along the road to professional success. I wish you the best of luck.

You should be aware that this book is intended for group development and class activities. While you certainly can use it alone, you will find that it comes more fully alive as a text to

guide group projects. Even if you are not a student in a traditional classroom, try to use this book in the context of your own project task force or professional work team.

## Note to Public Relations Practitioners

The author is proud to note that the Public Relations Society of America has found *Strategic Planning for Public Relations* to be relevant for practitioners. The PRSA selected the book for its short list of endorsed readings for candidates of the APR professional accrediting exam.

I've heard from many public relations practitioners who have used the previous editions of this book and are looking forward to this edition. Some find it useful in their day-to-day work, particularly those who are working public relations without benefit of an educational background in the discipline. I myself entered the profession with a background in journalism, so I understand the pros and cons of learning public relations on the job. I'm pleased that this book has been helpful to many of my professional colleagues.

The book also has spurred others who have written to me with issues and comments from their vantage as leaders within the field of public relations. It has been particularly rewarding to hear not only from the PRSA and various U.S. chapters, but also from our Canadian counterpart, the Canadian Public Relations Society, as well as public relations people around the world, including the Azerbaijani Public Relations Association.

## Note to Instructors

Thank you for choosing this textbook for your students. Thanks especially for the opportunity to share with them some of my thoughts and observations on an exciting profession. I trust that you will find the information contained in this book to be well within the framework of contemporary professional practice and academic principles.

*Strategic Planning for Public Relations* grew out of my observation that students seem to learn best when they understand concepts, have patterns to follow and adapt, and have the opportunity to work individually and in groups on tasks that gradually unfold to reveal the bigger picture. This is my intention with this book—to provide a structure, yet to give you much flexibility in leading your students through the planning process.

I also can share with you that your colleagues have found this book useful in introductory courses as well as in courses focusing on campaign and case studies. Personally, I use the book for an intensive introductory course, supplemented with some online information on history and other foundational elements such as my website—<http://faculty.buffalostate.edu/smithrd>—which you are free to use if you find it helpful. We also use the book in our senior-level campaign course as the basis for students developing their own campaign proposals. Additionally, the book serves as a basis for the campaigns that our graduate students develop.

## Acknowledgments

John Dunne was right that no one is an island. Neither does an author write alone, but instead reflects in some way the insight of others in the field who write, teach and engage in the practice.

*Strategic Planning for Public Relations* enjoys the input of many people. As the author of this textbook, I'll take personal responsibility for any errors or omissions, but I'm confident these are fewer because of the advice and assistance of many knowledgeable people who helped along the way.

Collectively, my students have been major contributors to this book. It is in the classroom that I have tested and refined the ideas contained herein. My students have prodded me to articulate my ideas and to bolster them with plenty of real-world examples.

My academic colleagues at Buffalo State College emphasize practical, applied communication, and I have benefited from ongoing professional conversations with them—Marian Deutschman in particular, as well as my newer academic colleague Deborah Silverman, APR. My professional colleagues within the Public Relations Society of America consistently have helped me with their insight and constructive criticism.

In particular, Jeff Paterson, APR; Ann Reynolds Carden, APR and Fellow; Stanton H. Hudson, APR and Fellow, PRSA; and William E. Sledzik, APR and Fellow, PRSA have helped me refine some of my ideas.

The publishing team at Routledge/Taylor & Francis is superb. Linda Bathgate has guided me through the conceptual development of this third edition, steering it to its final form.

## Personal Dedication

Like the entirety of my life, *Strategic Planning for Public Relations* is dedicated to my family. Though they don't realize it, my three sons have been an inspiration as I worked on this book.

As he progressed through his teaching job near Kobe, Japan, and now through his doctoral studies at the University of Osaka, my son Josh has challenged me to explain public relations every time I suggest that he consider the insights of the discipline on his own work as a sociologist studying and participating in Japanese culture. My son Aaron graduated with a degree in public relations and after starting his own business in the field joined the Army, continuing to develop his excellent writing skills and his keen strategic sense. My youngest son Matt is still uncertain about his career plans, but I'm confident that his writing talent and artistic sensitivity will serve him well in whatever he does.

My greatest appreciation goes to my wife, Dawn Minier Smith. During the evolution of each edition of this and my other books—indeed, during my entire teaching career—Dawn has been my sounding board. A teacher herself, she has lent her ear as I tested ideas, tried out new ways to present lessons, and attempted to make sense of theories, cases and observations. Since she doesn't see any domestic value in a wife fawning over her husband, Dawn's constructive criticism has been always trustworthy and thus most valuable. I always take her suggestions seriously. Sometimes I've even had the good sense to follow them.

## An Invitation

This book is the result of much dialogue with others, particularly feedback from my students. But reader reaction inevitably is useful. I invite all readers—students, teachers, and practitioners—to share your thoughts with me. Give me comments and suggestions for future editions. Share your success stories and your frustrations with this book. I also invite you to use my website, where I have included an expanding number of pages and links related to public relations and other aspects of strategic communication.

—Ron Smith  
[smithrd@buffalostate.edu](mailto:smithrd@buffalostate.edu)  
<http://faculty.buffalostate.edu/smithrd>  
<http://www.buffalostate.edu/communication>



# About the Author

---

Ronald D. Smith, APR is a professor of public communication at Buffalo State College, the largest college within the State University of New York and the only public institution in New York State accredited by the Accrediting Council for Education in Journalism and Mass Communications.

He teaches public relations planning, writing, and related courses to undergraduate and graduate students, and since 2003 has served as chair of the 550-student Communication Department. As time permits, he also is active as a consultant in public relations and strategic communication, assisting businesses and nonprofit organizations with planning, research, communication management, and media training.

In this book, Smith draws on considerable professional experience. In addition to 18 years as an educator, he worked for 10 years as a public relations director and eight years as a newspaper reporter and editor. He also was a Navy journalist in Vietnam.

Smith holds a bachelor's degree in English education from Lock Haven (Pennsylvania) State College (now Lock Haven University) and a master's degree in public relations from Syracuse University. He has presented numerous workshops and seminars and has published research on public relations and persuasive communication.

He is the author of *Becoming a Public Relations Writer* (3rd edition, 2008) and coauthor, with W. Richard Whitaker and Janet E. Ramsey, of *MediaWriting* (3rd edition, 2009), both published by Routledge/Taylor & Francis. He has also written *Introduction to Language and Communication: A Primer on Human and Media Communication* (United Arab Emirates University, 2004) and the chapter "Campaign Design and Management" in *21st Century Communication: A Reference Handbook*, edited by William F. Eadie (Sage, 2009).

Smith also serves as director of the American Indian Policy and Media Initiative at Buffalo State. He has been lead researcher in several studies dealing with media and Native Americans, and is coeditor, with Kara Briggs and José Barreiro, of *Shoot the Indian: Media, Misperception and Native Truth* (AIPMI, 2007). For additional information, see <http://www.buffalostate.edu/communication/americanindianinitiative.xml>.

Smith is an accredited member of the Public Relations Society of America and has served as president of the PRSA's Buffalo/Niagara chapter and as chair of PRSA's Northeast District. He was named Practitioner of the Year in 1998 by the Buffalo chapter, which has given him several other awards and citations. He also has twice been nominated as PRSA Educator of the Year.

# Cases and Examples

---

Following is an index of actual cases, persons, organizations and events cited in *Strategic Planning for Public Relations* as examples of various principles, strategies, tactics, and techniques.

- 3COM Stadium, sponsorship, 170
- ABC television, attack/counterattack strategy, 117
- Abercrombie & Fitch, catalog, 205
- Abortion protests, rhetorical strategy, 169
- Aflac duck, promotional character, 176
- Akron General Medical Center, weekly radio program, 244
- American Cancer Society, sunblock, 10
- Amnesty International, International Day of Action, 105
- Lance Armstrong, nonprofit celebrity strategy, 96
- Arnold the Pig, activist mascot, 251
- AT&T, sponsorship, 103
- AT&T, volunteerism, 103
- Aunt Jemima, corporate symbol, 176
- David Beckham, celebrity endorsements, 149
- Beef Industry Council, corporate spokesperson, 150
- Pope Benedict XVI, symbolic action, 106
- Edward Bernays, power words strategy, 168
- Betty Crocker, corporate symbol, 176
- Boeing Corporation, 100
- Boston negative publicity, 108
- Boy Scout sex abuse, use of statistics, 159
- Bridgestone/Firestone, rollover deaths, apology strategy, 129
- San Francisco Mayor Willie Brown, pie throwing, 165
- Kobe Bryant, corporate spokesperson, 149
- Budweiser, sponsorship, 100
- Burger King, PETA shock strategy, 119
- President George W. Bush, political rhetoric, 133
- President George W. Bush, strategic silence, 132
- President George W. Bush, symbolic clothing, 174
- Caldor Department Stores, apology strategy, 128
- Naomi Campbell, nonprofit celebrity strategy, 150
- Canada pie-throwing, 105
- Catholic Church sex scandal, transparent communication, 106
- Catholic priest sex abuse, use of statistics, 157
- Dick Cheney, celebrity influence, 112
- Chattanooga television, ad-for-publicity controversy, 245
- Cherokee citizenship vote, 115
- Chocolate World, sponsorship, 190
- Chrysler, relabeling strategy, 123
- CIA, transparent communication, 115
- President Bill Clinton, preemptive strategy, 116
- Coalition of Immokalee Workers, 98
- Coca-Cola Blog Blast, 365
- Colorado Behavioral Healthcare Council, corporate spokesperson, 148
- Columbine High School shootings, triggering event, 95
- Congressional resolutions of regret, 125
- Continental Airlines, apology strategy, 125
- Ann Coulter, pie throwing, 105
- Katie Couric, celebrity influence, 112
- Covenant House scandal, case study, 320
- Dalai Lama, symbolic nonverbal communication, 175
- Denny's restaurant, corrective action strategy, 130
- Denny's restaurant, racial charges & response, 130

- Denver Zoo, 100
- Dow Corning and breast implants, attack strategy, 118
- Dow Corning, case study, 118
- Dow Corning, legal strategy, 124
- Duke University, 25
- Entertainments Industry Foundation, 98
- Episcopal Church, election of gay bishop, triggering event, 95
- Euro currency, pie throwing, 105
- Exxon stock, 107
- Exxon *Valdez*, case study, 25
- Exxon *Valdez*, continuing reputational/financial injury, 123
- Exxon *Valdez*, name change, 169
- Exxon *Valdez* oil spill, concession strategy, 122
- Jerry Falwell and Teletubby, attack strategy, 118
- FedEx, Flight of the Penguins, 362
- FedEx, integrated communication, 7
- FedEx Orange Bowl, sponsorship, 170
- FedEx, Silver Anvil campaign, 362
- Doug Flutie, nonprofit celebrity strategy, 96
- Ford rollover deaths, apology strategy, 129
- Betty Ford, nonprofit celebrity strategy, 96
- Michael J. Fox, nonprofit celebrity strategy, 96
- Fox WDSI television, ad-for-publicity controversy, 245
- Gay Games, sponsorship, 100
- Rudy Giuliani, nonprofit celebrity strategy, 108
- Gold 'n' Plump Chickens, 20
- Whoopi Goldberg, corporate spokesperson, 155
- Goodyear, Aquatread tires, 10
- Got Milk? advertising awareness, 241
- Got Milk? evaluation, 287
- Tom Green, nonprofit celebrity strategy, 96
- Greyhound, Operation Home Free, sponsorship, 102
- Hallmark, love appeal, 159
- Harry Potter books, integrated communication, 10
- Hurley Haywood, corporate spokesperson, 148
- Hershey Foods, sponsorship, 190
- Hertz, corporate spokesperson, 149
- Hewlett-Packard, integrated communication, 7
- Hip Hop Coalition for Political Change, alliance strategy, 103
- Rock Hudson, death, triggering event, 95
- Don Imus racist/sexist slur, 127
- Indiana government spending protest, activism strategy, 251
- Intel Pentium product credibility, case study, 320
- International Association of Chiefs of Police, sponsorship, 102
- Jack-in-the-Box, response strategy, 126
- Michael Jackson, corporate spokesperson, 150
- Janet Jackson, "wardrobe malfunction," 124
- Japanese emperor, regret strategy, 125
- Japanese fishing vessel and U.S. Navy submarine, apology strategy, 128
- Japanese national anthem, nonverbal communication, 174
- Ben Johnson, corporate spokesperson, 150
- Johnson & Johnson, case study, 27
- Johnson & Johnson, corrective action strategy, 130
- Johnson & Johnson, stock, 107
- Johnson & Johnson, Tylenol, 27
- Magic Johnson, nonprofit celebrity strategy, 96
- Angelina Jolie, celebrity endorsements, 149
- Florence Griffith Joyner, nonprofit celebrity strategy, 96
- Gladys Knight, nonprofit celebrity strategy, 96
- Kiwi Airlines, product name, 170
- Krispy Kreme, integrated communication, 10
- Last Temptation of Christ*, artistic activism, 108

- Spike Lee, advertising campaign, 241
- Lexus, sponsorship, 100
- Liberian Women's Peace Movement, embarrassment strategy, 118
- Light's Golden Jubilee, power words strategy, 168
- Rush Limbaugh, apology strategy, 127
- Rush Limbaugh, corporate spokesperson, 148
- LL Cool J's Camp Cool Foundation, sponsorship, 103
- Macy's, relabelling, 124
- Madonna, corporate spokesperson, 150
- Makah tribe, activism, 105
- Makah tribe, website tactic, 207
- Karl Malone, spokesperson, 148
- MasterCard, sponsorship evaluation, 285
- Matel, Chinese toy recall, 127
- Maxwell House, love appeal, 159
- McDonald's, customer injury case study, 320
- McDonald's and Los Angeles riots, reputation, 8
- McDonald's McLean sandwich, new product introduction, 10
- McDonald's, PETA shock strategy, 119
- John McEnroe, corporate spokesperson, 148
- MCI, renaming strategy, 124
- Metabolife, attack/counterattack strategy, 117
- Microsoft and Bill Gates, pie throwing, 105
- Missouri death penalty protests, activism strategy, 104
- Kate Moss, celebrity endorsements, 149
- Mothers Against Drunk Driving, advertising tactic, 246
- Motorola, stock, 107
- Motorola, integrated communication, 7
- Alonzo Mourning, nonprofit celebrity strategy, 96
- MTV, sponsorship, 103
- National Cancer Institute, 112
- National Fluid Milk Processor Production Board, advertising awareness, 287
- National Fluid Milk Processor Production Board, evaluation, 287
- National Hockey League Winter Classic, 174
- National Rifle Association, trade show, 191
- Nestlé, infant formula controversy, 122
- New York City environmental activism, 105
- New York museums, artistic activism, 108
- New York Police Department, recruiting campaign, 242
- Nike, 7
- Norelco, manscaping, 357
- Rosie O'Donnell, corporate spokesperson, 155
- Odwalla and *e.coli* contamination, response strategy, 126
- Oldsmobile, "Not Your Father's" campaign, 80
- Sharon Osbourne, nonprofit celebrity strategy, 96
- Owens-Corning fiberglass, symbol strategy, 176
- Oxfam, viral philanthropy, 211
- Patagonia, catalog, 204
- Pentagon, symbolism, 174
- Pentagon terrorist attack, patriotic appeal, 159
- Pepsi, excuse strategy, 121
- Pepsi, VNR tactic, 229
- Pepsi, corporate spokesperson, 150
- Pepsi, syringe hoax, 19
- Perrier, strategic silence, 131
- PETA, ethical question, 97
- PETA, shock strategy, 119
- PETA, spokespeople, 150
- Pfizer corporate spokesperson, 148
- Pfizer Pharmaceuticals, Viagra, 10
- Michael Phelps, apology/endorsements, 149
- Philadelphia Inquirer, sponsored column, 244
- Philip Morris, name change, 124
- Pie throwing, activism strategy, 105
- Pink Magazine*, sponsorship, 100

- Pope, symbolic nonverbal communication, 106
- Porsche, corporate spokesperson, 148
- Colin Powell, celebrity influence, 112
- Proctor & Gamble, pie throwing, 105
- Pro-life protests, rhetorical strategy, 169
- Queen Elizabeth, strategic silence, 131
- Race for the Cure, sponsorship, 101
- President Ronald Reagan, political rhetoric, 144
- Christopher Reeve, nonprofit celebrity strategy, 96
- Oscar de la Renta, pie throwing, 105
- Rock the Vote, sponsorship, 103
- Rogaine, corporate spokesperson, 148
- Ronald McDonald, promotional character, 176
- Rural/Metro Ambulance Service, promotional tactic, 231
- San Diego Children's Hospital, 113
- Saturn, integrated communication, 7
- Save Flipper/Don't Kill the Dolphin Deadline, 354
- Arnold Schwarzenegger, apology strategy, 125
- Sears Auto Centers, case study, 320
- SeaWorld San Antonio, social media, 290
- Cybill Shepherd, corporate spokesperson, 150
- O. J. Simpson, corporate spokesperson, 149
- Sister's Hospital, case study, 318
- Jean Smart, celebrity influence, 112
- Smokey Bear, promotional character, 176
- St. Bonaventure basketball scandal, 21
- Starbucks, integrated communication, 10
- Susan G. Komen Breast Cancer Foundation, sponsorship, 101
- Super Bowl halftime show, Justin Timberlake disassociation, 123
- Super Bowl halftime show, relabeling language, 169
- Teletubby, attack strategy, 118
- The Passion of the Christ*, artistic activism, 108
- Three Mile Island, case study, 320
- Trailways, Operation Home Free, sponsorship, 102
- Christy Turlington, nonprofit celebrity strategy, 96
- TWA, Flight 800 rhetorical strategy, 171
- TWA, Flight 800 tragedy, CIA report, 111
- Tylenol corrective action strategy, 130
- Tylenol tragedy, 27
- Mike Tyson, corporate spokesperson, 150
- U.S. Immigration and Naturalization Service amnesty program, reputation, 99
- U.S. Navy SEALs, recruiting commercial, 242
- U.S. Navy submarine and Japanese fishing vessel, apology strategy, 128
- U.S. Navy Tailhook scandal, case study, 320
- Union of American Hebrew Congregations, video tactic, 95
- United Negro College Fund, advertising campaign, 241
- United Parcel Service, promotional tactic, 251
- United Way of America scandal, case study, 320
- United States Postal Service eagle, promotional character, 176
- Unilever, 20
- ValuJet crash, condolence strategy, 124
- Michael Vick apology, 125
- Michael Vick, celebrity endorsements, 149
- Virginia Slims Legend Tour, sponsorship, 170
- Volkswagen France, religious controversy, 122
- Mike Wallace, corporate spokesperson, 148
- Wal-Mart, integrated communication, 10
- Walt Disney Corporation, branding, 181
- Watergate break-in, rhetorical strategy, 169
- Tionne T-Box Watkins, nonprofit celebrity strategy, 96
- Westbro Baptist Church, 105
- Wikipedia, 208
- Montel Williams, nonprofit celebrity strategy, 96



Tiger Woods, corporate spokesperson,  
149

World Cup Soccer Championship,  
sponsorship evaluation, 285

World Trade Center terrorist attack,  
symbolism, 174

World Trade Center terrorist attack,  
patriotic appeal, 159

World Trade Organization, pie throwing, 105

WorldCom, renaming strategy, 124

Xerox, integrated communication, 7

Yum! Brands, 98

# Brief Contents

---

<i>Preface</i>	<i>xi</i>		
<i>Introduction</i>	<i>1</i>		
<i>Phase One</i>		<i>Phase Three</i>	
FORMATIVE RESEARCH	17	TACTICS	183
<b>Step 1</b>		<b>Step 7</b>	
Analyzing the Situation	19	Selecting Communication Tactics	185
<b>Step 2</b>		<b>Step 8</b>	
Analyzing the Organization	34	Implementing the Strategic Plan	255
<b>Step 3</b>		<i>Phase Four</i>	
Analyzing the Publics	48	EVALUATIVE RESEARCH	271
<i>Phase Two</i>		<b>Step 9</b>	
STRATEGY	77	Evaluating the Strategic Plan	273
<b>Step 4</b>		<i>Appendixes</i>	297
Establishing Goals and Objectives	79		
<b>Step 5</b>			
Formulating Action and Response Strategies	93		
<b>Step 6</b>			
Developing the Message Strategy	137		

# Contents

---

## *Preface*

Note to Students	xi
Note to Public Relations Practitioners	xii
Note to Instructors	xii
Acknowledgments	xii
Personal Dedication	xiii
An Invitation	xiii
About the Author	xiv
Cases and Examples	xv

## *Introduction*

Relationship Management	2
Strategic Communication	4
Integrated Communication	5
Advertising	8
Strategic Public Relations	10
<i>Formative Research</i>	12
<i>Strategy</i>	12
<i>Tactics</i>	13
<i>Evaluative Research</i>	14
Effective Creativity	14

## *Phase One*

### FORMATIVE RESEARCH 17

---

#### **Step 1**

Analyzing the Situation	19
The Public Relations Situation	19
Issues Management	23
Risk Management	23
Crisis Management	26
Public Relations and Ethics	28
<i>Deontological Ethics</i>	28
<i>Teleological Ethics</i>	28
<i>Situational Ethics</i>	30
Planning Example 1: Analyzing the Situation	31
Checklist 1: The Public Relations Situation	31

xi

#### **Step 2**

Analyzing the Organization	34
Internal Environment	35
<i>Performance</i>	35
<i>Niche</i>	36
<i>Structure</i>	36
<i>Ethical Base</i>	36
<i>Internal Impediments</i>	36
Public Perception	37
<i>Visibility</i>	37
<i>Reputation</i>	37
External Environment	38
<i>Supporters</i>	39
<i>Competitors</i>	39
<i>Opponents</i>	39
<i>External Impediments</i>	40
Planning Example 2: Analyzing the Organization	40
Checklist 2A: Internal Environment	42
Checklist 2B: Public Perception	44
Checklist 2C: External Environment	45

#### **Step 3**

Analyzing the Publics	48
Publics	48
<i>Publics, Markets, and Audiences</i>	48
<i>Characteristics of Publics</i>	49
<i>Key Publics</i>	51
<i>Intercessory Publics and Opinion Leaders</i>	54
<i>Prioritizing Key Publics</i>	56
Planning Example 3A: Identifying Publics	57
Checklist 3A: Publics	58
Analyzing Key Publics	60
<i>Stages of Development</i>	60
<i>Key Characteristics</i>	62
Stereotypes	64
Rethinking Your Publics	65
The Benefit Statement	70
Planning Example 3B: Analyzing Key Publics	70
Checklist 3B: Key Publics	72

*Phase Two*  
STRATEGY 77

---

**Step 4**

Establishing Goals and Objectives	79
Organizational Goals	79
Objectives	81
<i>Standards for Objectives</i>	83
<i>Hierarchy of Objectives</i>	84
<i>Writing Public Relations Objectives</i>	87
Planning Example 4: Establishing Goals and Objectives	90
Checklist 4: Goals and Objectives	91

**Step 5**

Formulating Action and Response Strategies	93
Proactive Public Relations Strategies	93
<i>Proactive Strategy 1: Public Relations Action</i>	93
<i>Proactive Strategy 2: Communication</i>	106
Reactive Public Relations Strategies	115
<i>Reactive Strategy 1: Pre-emptive Action</i>	116
<i>Reactive Strategy 2: Offensive Response</i>	118
<i>Reactive Strategy 3: Defensive Response</i>	119
<i>Reactive Strategy 4: Diversionary Response</i>	122
<i>Reactive Strategy 5: Vocal Commiseration</i>	124
<i>Reactive Strategy 6: Rectifying Behavior</i>	129
<i>Reactive Strategy 7: Deliberate Inaction</i>	131
Planning Example 5: Formulating Action and Response Strategies	133
Checklist 5: Action and Response Strategies	134

**Step 6**

Developing the Message Strategy	137
The Communication Process	137

<i>Information: The Flow of Communication</i>	137
<i>Persuasion: Attempts to Influence</i>	139
<i>Dialogue: Quest for Understanding</i>	140
Rhetorical Tradition	141
Ethos: Selecting Message Sources	142
<i>Credibility: Power to Inspire Trust</i>	143
<i>Charisma: Power of Personal Charm</i>	145
<i>Control: Power of Command</i>	146
<i>Organizational Spokespeople</i>	147
Planning Example 6A: Selecting Message Sources	151
Checklist 6A: Message Sources	152
Logos: Appealing to Reason	153
<i>Verbal Evidence</i>	154
<i>Visual Supporting Evidence</i>	155
<i>Errors of Logic</i>	155
<i>Misuse of Statistics</i>	156
Pathos: Appealing to Sentiment	159
<i>Positive Emotional Appeals</i>	159
<i>Negative Emotional Appeals</i>	161
Planning Example 6B: Determining Message Appeals	162
Checklist 6B: Message Appeals	163
Verbal Communication	165
<i>Message Structure</i>	165
<i>Message Content</i>	167
Nonverbal Communication	173
Planning Example 6C: Verbal and Nonverbal Communication	176
Checklist 6C: Verbal and Nonverbal Communication	177
Branding the Strategic Message	178
<i>Lessons About Branding</i>	179
<i>Creating Creativity</i>	181

*Phase Three*

TACTICS 183

---

**Step 7**

Selecting Communication Tactics	185
Conventional Communication Tactics	185