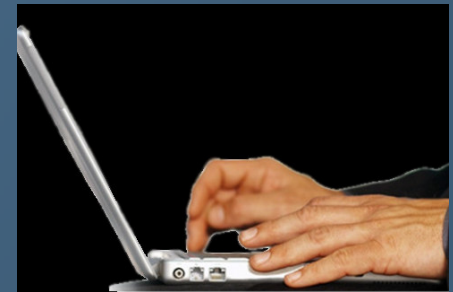
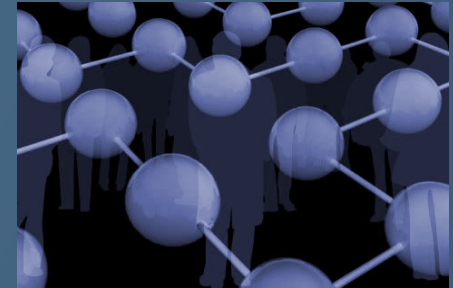


Ana Pejcinova, PhD
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New York University Skopje
Fall Semester 2009

Public Relations Strategy and Practice Presentation



Introduction

- Course Overview
 - Why a PR campaign?
 - Your Final Project: PR Strategy and Implementation Plan
 - Presentation of Final Project
 - Course Reader and additional materials

What is Public Relations

Brief History of PR

- Public announcements
- Propaganda
- Spokespersons
- Media persons
- Publicity agents
- Spin doctors
- Flacks
- Reputation management

Characteristics

- Deliberate
- Planned – goal oriented
- Performance – based
- Of public interest, as well as of company interest
- Two-way communication
- Management function – feedback

PR professionals mediate and interpret relevant messages between a company, its clients and the public. Their job is not mere information, but creation of meaningful and targeted perception.

Scope of Public Relations

- Strategic Communication
- Reputation/Perception Management
- Publicity, media relations, public affairs and public information
- PR and marketing / advertising
- PR and journalism
- PR and propaganda

Reputation Management

- The collective perception of an organization's past performance that describes its ability to deliver valued outcomes to multiple stakeholders.
- The track record of an organization in the public perception.
- PR: to establish, maintain and/or repair reputation
- Three foundations of reputation:
 - Economic performance
 - Social responsiveness
 - Ability to deliver valuable outcomes to stakeholders

Propaganda Tools Used as PR

- Plain folks – flirting with the average citizen
- Testimonials – experts, celebrities, opinion leaders
- Bandwagon – ‘everyone else does it’
- Card stacking – selective data piled up
- Transfer – associating the new with the existent authority
- Glittering generalities – positive abstractions
- Manipulated ‘civic’ attacks and mobbing
- Black propaganda

PR & Marketing

- PR is called the “fifth ‘P’” in marketing strategies, which are Product, Price, Place and Promotion
- Wilcox asserts there are eight ways PR supports marketing:
 - Develops new prospects
 - Third party endorsements
 - Generates sales leads
 - Paves the way for sales calls
 - Stretches dollars
 - Provides inexpensive literature
 - Establishes credibility
 - Helps sell minor products

Business: Integrated Marketing Communications Model

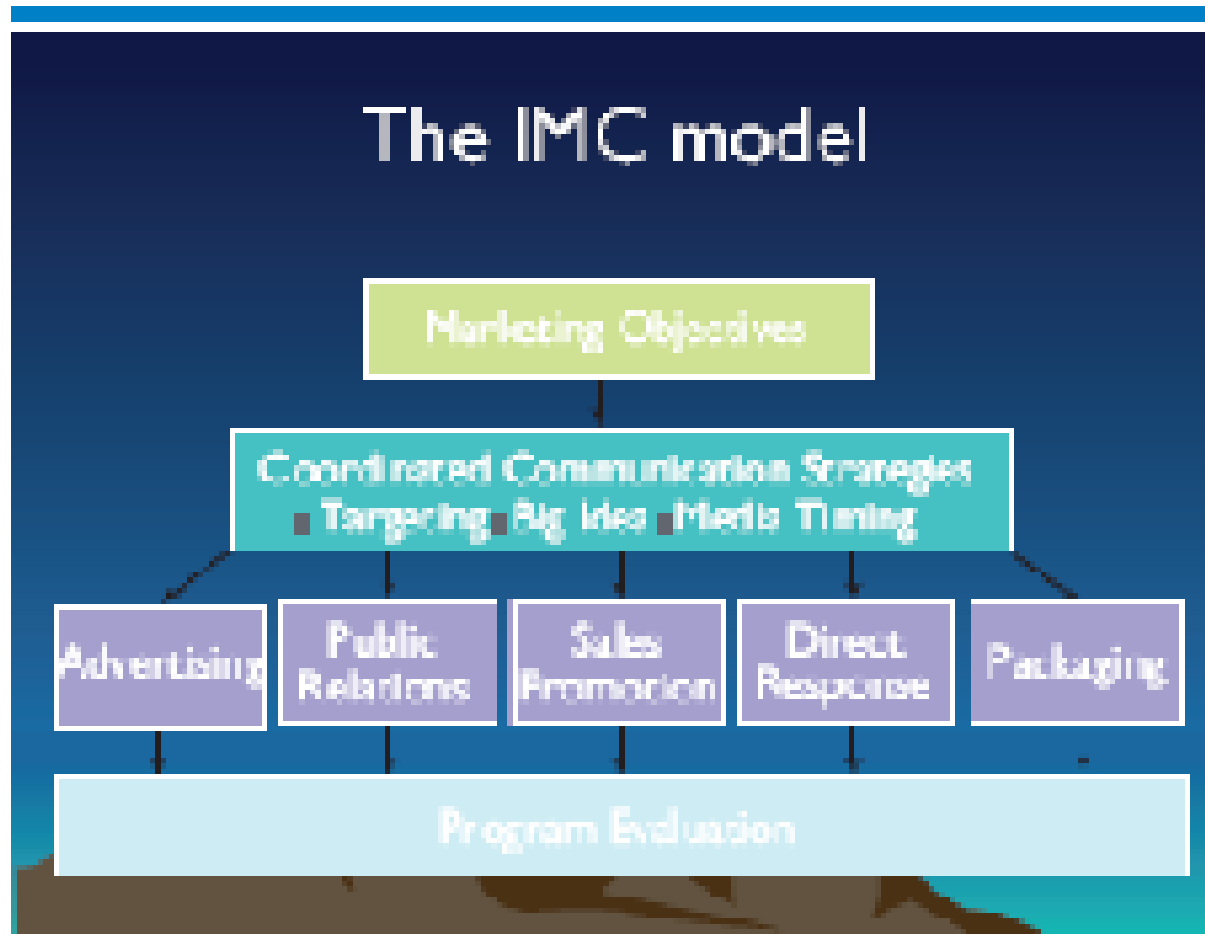


FIGURE 1.2

This illustration shows the components of an integrated marketing communications model.

Not Just Appearance:

- A PR professional must have the following skills:
 - Interpersonal communication and presentation
 - Research and creativity
 - Negotiation and problem solving
 - Logistics and management
- A *great* PR professional knows how the following professions function and has acquired their skills:
 - Journalists and the media
 - Management
 - Designers: multimedia, graphic and web designers
 - Copywriters and literary writers
 - Psychotherapists and mass psychologists
 - Politicians and business persons

PR as Profession

- A department or a position in a company, NGO or governmental body;
- PR company providing PR services to third parties;
- Informal or incorporated PR function.

Three traditional situations prompt a PR program:

- To overcome a problem or negative situation;
- To conduct a specific one-time project to launch a new product or service; or
- To reinforce an ongoing effort to preserve organizational reputation and public support.

A PR person can be in charge of....

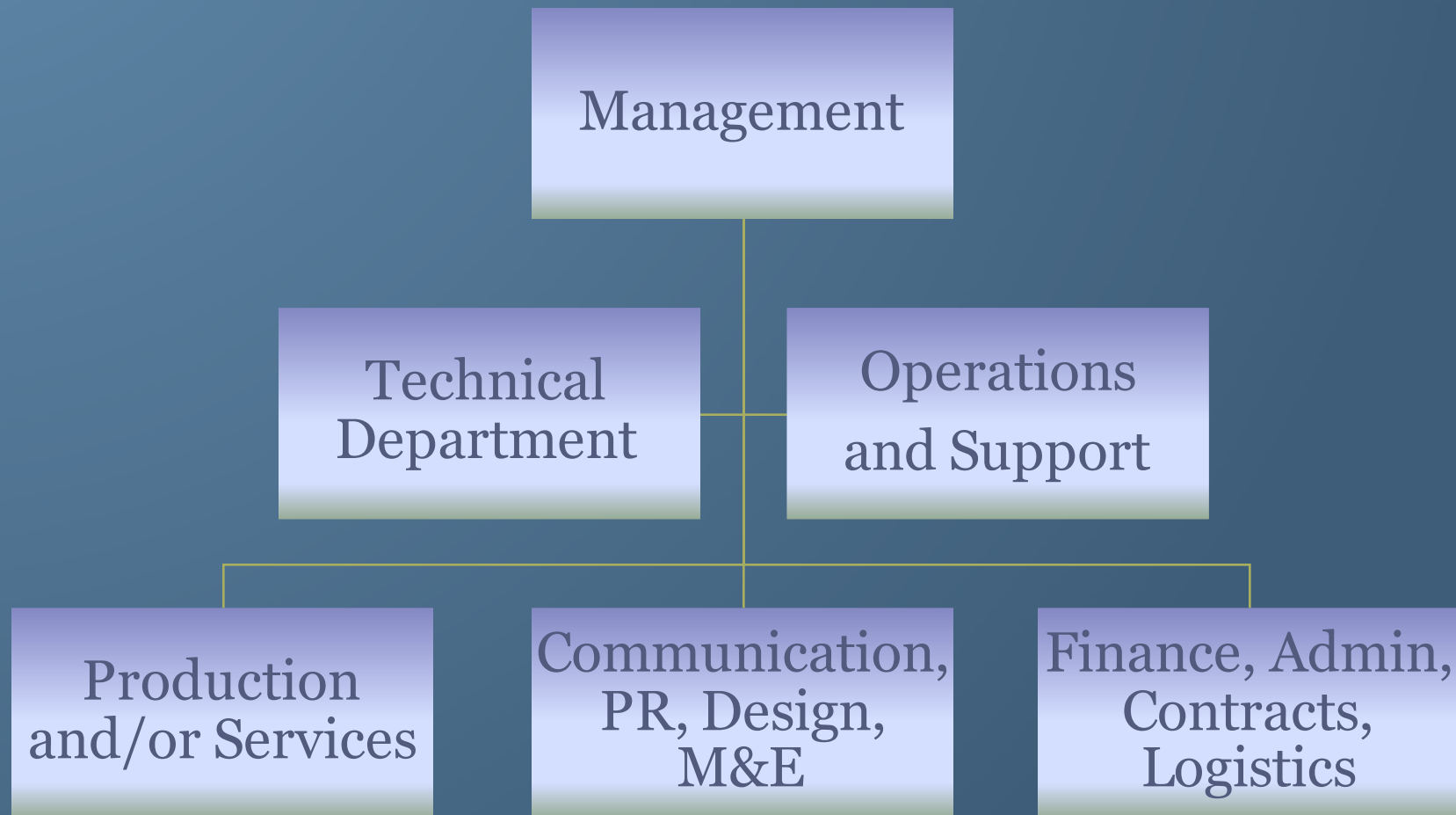
- Advisory
- Research
- Media relations
- Publicity
- Employee / Member relations
- Community relations
- Public affairs
- Government affairs
- Issues / crisis management
- Financial relations
- Industry relations
- Development / Fundraising
- Special events
- Marketing communications

CLASS ACTIVITY:

Select your topic for the Final Exam:

**A real or imaginary organization and
an appropriate campaign**

PR as a Component of an Organization



Inside the Communications Department



Strategic PR Campaign

Whether big bang or stealth, it includes:

- Research and analysis
- Segmented audiences with demographic profiles
- Goal(s): change from existent to desired behavior of audiences
- Measurable objectives
- Predefined tools and media
- Timed implementation: production and communication
- Incorporated evaluation and measurement
- Meaningful and applicable feedback

The Campaign Cycle



Phase I: Research & Analysis

PESTLE Analysis

External, 'big picture' factors determining the environment in which you operate:

- **P**olitical factors
- **E**conomic factors
- **S**ocial (socio-cultural) factors
- **T**echnological factors
- **L**egal factors
- **E**nvironmental factors

PEST/LE Analysis – Political Factors

- ecological/environmental issues
- current legislation home market
- future legislation
- European/international legislation
- regulatory bodies and processes
- government policies
- government term and change
- trading policies
- funding, grants and initiatives
- home market lobbying/pressure groups
- international pressure groups
- wars and conflict

PESTLE Analysis – Economic Factors

- home economy situation
- home economy trends
- regional and global economy and trends
- general taxation issues
- taxation specific to product/services
- seasonality/weather issues
- market and trade cycles
- specific industry factors
- market routes and distribution trends
- customer/end-user drivers
- interest and exchange rates
- international trade/monetary issues

PESTLE Analysis – Social Factors

- lifestyle trends
- demographics
- consumer attitudes and opinions
- media views
- law changes affecting social factors
- brand, company, technology image
- consumer buying patterns
- fashion and role models
- major events and influences
- buying access and trends
- ethnic/religious factors
- advertising and publicity
- ethical issues

PESTLE Analysis – Technological Factors

- competing technology development
- research funding
- associated/dependent technologies
- replacement technology/solutions
- maturity of technology
- manufacturing maturity and capacity
- information and communications
- consumer buying mechanisms/technology
- technology legislation
- innovation potential
- technology access, licensing, patents
- global communications

PESTLE Analysis – Legal Factors

- Invasion of Privacy
- Defamation: A written falsehood is libel. A spoken falsehood is slander.
- Copyright Law and Digital Rights Management
- Trademark Law
- Regulations by Government Agencies
- Corporate Speech and Employee Speech
- Liability for Sponsored Events: Extra liability insurance; Security and traffic control; Paramedics and an ambulance on site; Restroom facilities; Signage; Crowd control; Government permits; Protection of celebrities or government officials; Contractual agreements with vendors selling food or souvenirs.

CLASS ACTIVITY:

Perform a mock-PESTLE analysis

Which factors are in your favor and which are against it?

Note: For your Final Exam, you'll need to select the most influential factors and explain briefly how they determine your work.

SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

- Use PESTLE to start with
- Order by Importance and Urgency at the top

SWOT Analysis - Strengths

**Advantages of proposition?
Capabilities?
Competitive advantages?
USP's (unique selling points)?
Resources, Assets, People?
Experience, knowledge, data?
Financial reserves, likely returns?
Marketing - reach, distribution, awareness?**

**Innovative aspects?
Location and geographical?
Price, value, quality?
Accreditations, qualifications, certifications?
Processes, systems, IT, communications?
Cultural, attitudinal, behavioral?
Management cover, succession?**

SWOT Analysis - Weaknesses

Disadvantages of proposition?
Gaps in capabilities?
Lack of competitive strength?
Reputation, presence and reach?
Financials?
Own known vulnerabilities?
Timescales, deadlines and pressures?
Cash flow, cash drain?

Continuity, supply chain robustness?
Effects on core activities, distraction?
Reliability of data, plan predictability?
Morale, commitment, leadership?
Accreditations, etc?
Processes and systems, etc?
Management cover, succession?

SWOT Analysis - Opportunities

Market developments?

**Competitors'
vulnerabilities?**

**Industry or lifestyle
trends?**

**Technology development
and innovation?**

Global influences?

**New markets, vertical,
horizontal?**

Niche target markets?

**Geographical, export,
import?**

New USP's?

**Tactics - surprise, major
contracts, etc?**

**Business and product
development?**

Information and research?

**Partnerships, agencies,
distribution?**

**Volumes, production,
economies?**

**Seasonal, weather, fashion
influences?**

SWOT Analysis - Threats

Political effects?
Legislative effects?
Environmental effects?
IT developments?
Competitor intentions - various?
Market demand?
New technologies, services, ideas?
Vital contracts and partners?

Sustaining internal capabilities?
Obstacles faced?
Insurmountable weaknesses?
Loss of key staff?
Sustainable financial backing?
Economy - home, abroad?
Seasonality, weather effects?

CLASS ACTIVITY:

Perform a mock-SWOT analysis

How will you turn weaknesses into strengths?

How will you utilize opportunities?

How will you intercept, pre-empt or prevent threats?

Mapping Out the Players - Segmenting the Audiences

The Players

- The client(s)
- Stakeholders
- Partner(s)
- Beneficiaries
- Customers
- Competition
- Third parties

CLASS ACTIVITY:

Define the Players

Map their relations and communication flows

Audiences, Profiling, Behavior

- There is no such thing as a general audience for a PR professional. There are many.
- Audience is defined by:
 - their need: a segment of the population that can benefit the best from your product/service; and/or
 - your need: a segment of the population from which your company can benefit the best.
- Primary, secondary and tertiary audiences
- **Demographic profiling:** age, gender, race, ethnicity, religion, location, property, income, employment, habits, preferences, needs...
- Current and desired behavior

CLASS ACTIVITY:

Using PESTLE, SWOT and Players Map, define your primary and secondary target audiences.

Make a mock-demographic profile of 3 of your target audiences.

Make one-sentence description of their current and desired behavior.

Phase II: Planning

Goals and Objectives

Goal: change of current to desired behavior.

Objective: measurable outcome on the road to achieving the overall goal.

SMART/ER

- **S**pecific
- **M**easurable
- **A**ctionable
- **R**ealistic
- **T**imed
- **E**nvironmental
- **R**elevant

Not so SMART

- Abstract or vague
- Undefined or indefinite
- Passive, observational
- Unachievable
- Unplanned
- Polluting
- Ephemeral

CLASS ACTIVITY:

Using PESTLE, SWOT and Players Map, and your primary and secondary target audiences, set your SMART goal(s) and objective(s).

Messaging and Messages

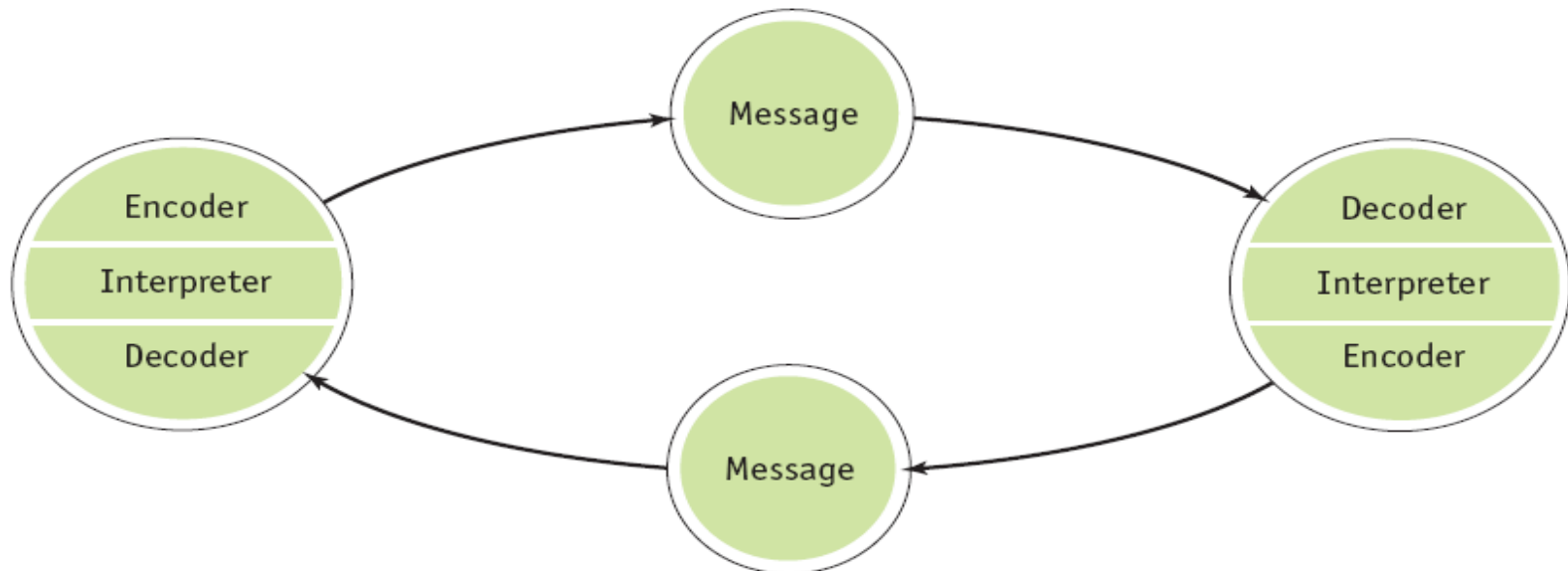
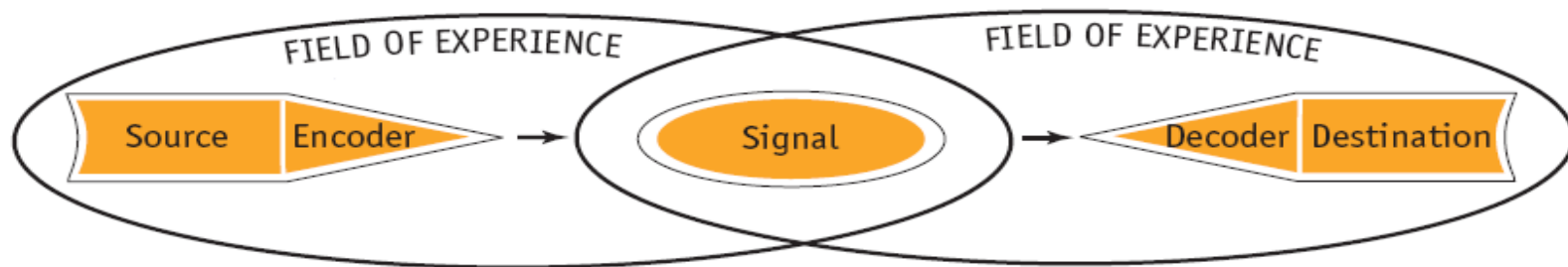
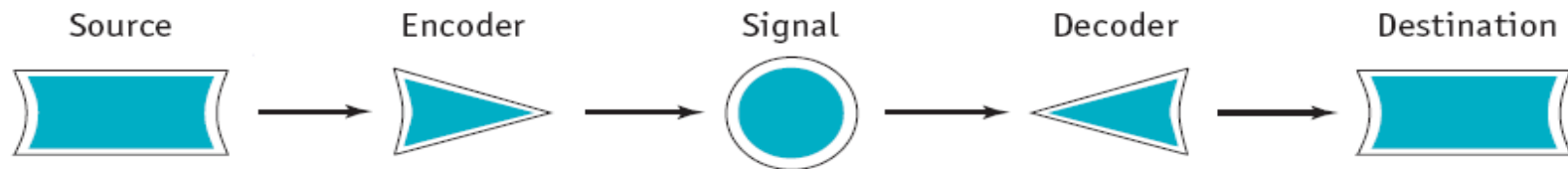
- Messaging Frame: The Message that makes your target audience change their current behavior to desired behavior.
- Messages lie within the Messaging Frame and motivate, inspire or lead the target audience to change their behavior from current to desired. Messages can be negative, e.g. fear-based.
- The goal of communication is to inform, persuade, motivate, or to achieve mutual understanding, and establish, maintain or improve a relationship.

Message Goals

Ideally, the audience should:

- Receive the message;
- Pay attention to the message;
- Understand the message;
- Believe in the message;
- Remember the message;
- Act on the message; and
- Spread the message.

Communication Process



Creating Messages

- Unique Perceived Benefit (UPB) and Unique Selling Proposition (USP)
- “Do X to obtain UPB/USP”
- Consider your demographic profiles: messages are aimed at your audiences’ interests and needs to which you offer a unique response.
- Message = Need/interest + UPB/USP
- A message can become a brand. A brand can become a message.

The 4 Cs of Communication

- Marketing tool for evaluating impact of effective communication:
 - **Comprehension:** does the audience interpret the message the way you intend?
 - **Connection:** does the audience feel that your message is relevant to them?
 - **Credibility:** does the audience believe in what you are saying?
 - **Contagiousness:** Is the manner you present your message viral and catchy?

CLASS ACTIVITY:

Create a one-sentence messaging frame.

Create 3-5 messages within the messaging frame.

Test it with the group for the 4Cs of communication: is it comprehensive, do others feel connection, is it credible, is it contagious?

PR Tools

- What communication vehicles will you use to get your message to the public?
 - Press Releases, Press Conferences, Letters to the Editor, and Media Tours
 - Banners and Posters
 - Articles, Newsletters, and Publications
 - Customer/Beneficiary Success Stories
 - Radio, Television, or Press Interviews
 - Seminars or Speaking Engagements
 - Events and Event Sponsorships;
 - Third party endorsement, opinion leaders/catalysts;
 - Website, blogs, social networks, etc.

CLASS ACTIVITY:

Select PR tools for your campaign
– choose only the most influential ones –
you're on a tight budget.

Gantt Charts

- Planning mechanism: what needs to be done in which order?
- Tracking mechanism: what has been done, what we are doing, and what we need to prepare for.
- Calendar of tasks, responsibilities and deadlines.
- May include who and with whom (personnel or outsourcing), how much (budget), measurement, and dependencies
- The Gantt Chart covers the entire period of your engagement including the analysis, planning, product development, implementation, follow up, evaluation and feedback phase.

Task Name	Duration	Start	Finish	Resource Names	Mar 07	Apr 07	May 07	Jun 07	Jul 07
					25 04 11 18 25	01 08 15 22	29 06 13 20	27 03 10 17 24	01 08
1 Marketing Event Planning and Execution	62,1 d	Mon 02/04/07	Wed 27/06/07						
2 Define and Plan the Event	10,5 d	Mon 02/04/07	Mon 16/04/07						
3 Choose the type of event	1 d	Mon 02/04/07	Mon 02/04/07	Marketing Lead;Event Lead					
4 Identify the target audience	0,5 d	Tue 03/04/07	Tue 03/04/07	Marketing Lead;Event Lead					
5 Determine demand generation process	2 d	Tue 03/04/07	Thu 05/04/07	Event Lead					
6 Determine event objectives	1 d	Tue 03/04/07	Wed 04/04/07	Marketing Lead;Event Lead					
7 State the overall event theme	3 d	Thu 05/04/07	Tue 10/04/07	Marketing Lead;Event Lead					
8 Establish preliminary event date and time	0,5 d	Tue 10/04/07	Tue 10/04/07	Marketing Lead;Event Lead					
9 Identify the event team	0,5 d	Wed 11/04/07	Wed 11/04/07	Marketing Lead;Event Lead					
10 Develop event schedule	0,5 d	Wed 11/04/07	Wed 11/04/07	Event Lead					
11 Determine communication process and mechanism	1 d	Thu 12/04/07	Thu 12/04/07	Event Lead					
12 Create feedback mechanism for event	1 d	Fri 13/04/07	Fri 13/04/07	Event Lead					
13 Determine event budget	0,5 d	Mon 16/04/07	Mon 16/04/07	Event Lead					
14 Event Plan Complete	0 d	Mon 16/04/07	Mon 16/04/07						
15 Select Speakers	9 d	Mon 16/04/07	Fri 27/04/07						
26 Select Venue	7,5 d	Mon 16/04/07	Wed 25/04/07						
35 Select and Manage Catering	9 d	Thu 26/04/07	Tue 08/05/07						
46 Print and Communication	19,5 d	Fri 27/04/07	Thu 24/05/07						
62 Registration/RSVP	15,5 d	Fri 25/05/07	Fri 15/06/07						
74 Ordering Décor and AV	6,5 d	Thu 26/04/07	Fri 04/05/07						
82 PR/Archives	8 d	Fri 27/04/07	Wed 09/05/07						
90 Plan Giveaways	7 d	Mon 16/04/07	Wed 25/04/07						
97 Shipping Event Materials	1 d	Fri 25/05/07	Fri 25/05/07						
102 Manage Day of Event	2,1 d	Fri 15/06/07	Tue 19/06/07						
112 Measure Event Success	5,5 d	Tue 19/06/07	Wed 27/06/07						
121 Marketing Event Planning and Execution Project Compl	0 d	Wed 27/06/07	Wed 27/06/07						

Gantt Chart

Management & Planning Terminology

- Baseline data vs. targets
- Indicators and Key Performance Indicators (KPI)
- Logical Framework
- Benchmarks – measurable / tangible progress achievements
- Milestones – key achievements / events
- PERT – Program Evaluation Review Technique
- Monitoring & Evaluation (M&E)

CLASS ACTIVITY:

Draft a basic Gantt Chart (tasks and timeline) for the design and implementation phase of the PR tools

Optional homework: add any of the following: benchmarks, in-house production or outsourcing, provisional budget and dependencies

Implementation Plan

- The Gantt Chart and its textual explanation make the Implementation Plan
- Consider your SWOT analysis when planning upon a timeline
- Consider dependencies: A needs to happen to enable B to take place.

Phase III: Production

Production

- Design, audio, video, textual, networking
- Conventional and digital media
- In-house production and outsourcing
- **The target audience determines the content and the medium of the message.**

Writing

- The 5Ws and H of writing: each text should contain:
 - Who, and With Whom,
 - What,
 - Where,
 - When,
 - Why,
 - How.
- Sound bites: a minimum of sound to a maximum of sense
- Buzzwords ,euphemisms, and sexing (hyping) up stories
- Cliché, jargon, stereotype and archetype

Writing Tips

- **Model** successful texts
- Use **templates** for standard formats (speech, press release)
- Connect your topic to the interest of the reader – your **title** and **lead paragraph** should express that connection
- Start with a **puzzle**, end with a **solution**
- Do not criticize, blame, or assume others' motives
- Do not use highly technical terms – translate them into common vocabulary
- **Keep It Short and Simple**: avoid long sentences, break down paragraphs and spell-check
- **Data** adds to credibility, but always interpret its meaning and influence.
- Use **visuals** to illustrate and draw attention

Basic Writing

- One-sentence, three-sentence and one page description (organizational brief): a summary of what your organization is about, how it goes about its business, and what impact it performs. May contain:
 - Mission – the Big Picture
 - Goals/objectives
 - Activity(-ies)
 - Strengths and Opportunities; USP/UPB
 - Activity impact on the PESTLE environment.

Week II: Course Revision

- The Campaign Cycle: Research & Analysis, Planning, Production, Implementation, Evaluation & Feedback
- Strategy: PEST/LE, SWOT, segmenting audiences, demographic profiles and current & desired behavior (needs and benefits), SMART goals & objectives
- Implementation Plan: Gantt Chart, messaging frame, theme and public messages, PR tools (traditional and digital)
- Basic Writing: 5Ws and H

Relations Are Key

- PEST informs SWOT and may influence segmentation of audiences and implementation (Gantt Chart)
- SWOT informs messaging and may inform segmentation of audience and Gantt Chart
- Segmented audiences define messaging frame, and Goals & Objectives
- Demographic profiles, and current and desired behavior, plus needs and benefits, define messaging frame, theme, and public messages, and PR tools (communication channels)
- The Gantt chart lays out the delivery of public messages to targeted audiences by use of PR tools. It includes broken down tasks and calendar that lead to design of specific PR materials and events in a real timeframe.

CLASS ACTIVITY:

Write a one-sentence description of your organization

Transpose one-sentence description for: a four year old child, your grandparent, your donor, your beneficiary/buyer.

Writing a Speech

- Greetings: high ranking guests first.
- Present the speaker (name, title, organization).
- Talking points: focused on specific audience and event.
- Check your data: public speech can become public failure.
- Announce goal of the event and expected impact.
- Real life examples of common knowledge.
- Personal anecdotes and humor.
- Use short and simple words. Use conversational, charming, and convincing style.
- Underline words for voice emphasis and pauses.
- Clearly conclude the speech –introduce other speakers (name, title, organization, role in the event)
- Include thanks for the audience and handover.

Making a Speech

- Rehearse text, voice, volume and pronunciation.
- Double check speech, PowerPoint presentation, handouts and give-away's.
- Find out what you can about the audience and VIPs.
- Dress appropriately and comfortably.
- Remember: it's not about you.
- Build trust: look at the audience in the eyes, one by one, nod and smile. Exercise body postures.
- Be relaxed, honest, human and genuine.
- Assume that the audience is friendly, interested in you and wishes you a success.
- You don't have to impress anyone.
- Improvise on your speaking points, don't read
- Incorporate what's happening into the speech.

Ignoring the Real Audience

- Fearing the audience – no connection
- Perfect or human; allowing for mistakes
- Wrong attitude: arrogance instead of peers
- Lack of preparation, information and evidence
- Too much focus on the technical aspect
- Showcasing the speaker
- Poor verbal and non-verbal presentation skills
- Length of speech
- Lack of interactivity: ignoring questions, hot topics, and discussion
- Losing control in discussion and topic

CLASS ACTIVITY:

Speech exercises

Overcoming stage fright with imaginary mentors

Getting Interviewed

- Similar preparations as for a speech
- Don't look at the camera, focus on the journalist, but keep your body open to the camera
- Insert your org. brief, strengths, USP/UPB
- Be honest if challenged - **reframe** tough issues
- **Leading:** Q A Q A vs. Q A A A Q A A A
- **Bridging:** “What we are really talking about here....” or “The real issue is...”
- **Flagging:** “but what we must remember is”
- **Repeating** your key message

Media Management

- Mapping the media:
 - Who's Who
 - Features: type, size, frequency of news
- Printed, radio, TV, digital media
- Writing for the media: Reader's Tips (p. 147)
- Making your information **newsworthy**
- Help the journalists help you:
 - Pitching stories to the media
 - Press releases and press conferences
 - Media tours and facility visits
 - Exclusive interviews
 - Events

Press Release

FOR IMMEDIATE RELEASE:

Contact Box: (Contact Person, Company Name,
Telephone, Fax, Email, Web site)

Headline

City, State, Date — Opening Paragraph (5Ws and H):

Body text – key information to your event, products or services. Include benefits, USP/UPB, quotes from staff members, industry experts or satisfied customers.

Recap: restate the above

For additional information, contact: (all Contact information)

Company History (try to do this in one short paragraph)

Press Kit

- Organizational brief – one page
- Backgrounder
- Brochure and advertising materials (postcard, poster, flyer, newsletter, ad)
- Fact Sheet
- Biographies of key executives
- Past press coverage
- Photos and images
- A press release on the current issue
- CD/DVD with press kit and other PI

Radio Production - Audio News Releases (ANRs)

- Written for the ear.
- Strong, short sentences, 10 words average, easily understood.
- Standard one-minute ANR is about 160 words in English.
- Conversational style.
- PSA: public service announcement, unpaid, of public interest – GOs and NGOs.
- Interviews and guests.
- Podcasts.

TV/Video Production

- Written for the eye.
- Costly and complex.
- PSAs for TV broadcasting.
- Drama, informative, educational style.
- Appearance matters – spokespersons.
- Placement matters: news, serials, movies, shows
- Webcasts and YouTube

Digital PR

- Website: architecture, content and graphic design
- One-way and two-way; interactive content
 - Polls , Q&A, RSS feed
 - Search engine and Search Engine Optimization (SEO)
 - Updating speed
 - Email subscriptions and free downloads
 - Online presentations, podcasts, webcasts, and vlogs (interviews, tours)
 - Accessibility
 - Navigation
 - Clickability (3-clicks)
 - Broken links
 - Download time and response time
 - Web usage statistics
- Blogs, forums, social and professional networks

Writing for the Net

- On your website:
 - 3 seconds attention: scan or read
 - Start with the conclusion or puzzle
 - Light graphics
 - Short text
 - Hyperlinks and references
 - One idea per paragraph
 - Think environment: website and net.

Visual Elements

- A picture is worth....
- Dead nature and living human beings
- 'Moving' people
- Activity with symbolic, shared meaning
- Use the familiar to introduce the novelty of your message
- Colors carry meaning
- Photo session with models or permission from the person(s) on the photo

Event Management

- Start 2-3 months in advance
- Define and plan the event: theme, speaker(s), audience, schedule, budget
- Select speakers
- Select venue, decor and catering
- Print, communication and digital media: before, during and after event
- Publicizing the event
- Registration and RCVP
- Logistics for speakers, media and materials
- Manage day of event
- Post-event activities for speakers and media
- Measure success

PowerPoint Presentations

- Make a branded template
- Ideally: 6x6 words x lines
- Bullet points, not paragraphs
- Reminder for speech and handouts
- Visual elements
- Data and information overload
- Number of slides and readability

CLASS ACTIVITY:

Add e-tools to Gantt chart

Verbal and Non-verbal Communication

Positive Language

- Positive vs. toxic language
- Don't use negatives: Nixon, "I'm not a crook" headline
- "Don't think of a green elephant."
- Loaded vs. neutral language and political correctness

Persuasive communication

- Persuasive modes:
 - Ethical - values
 - Emotional
 - Reasonable – logic and hard data
- The five representative systems:
 - Visual – I *see* what you mean. Eye-movement.
 - Audio (verbal) – It *sounds* right to me. Head.
 - Kinesthetic (bodily sensations) – It *feels* weird. Look down.
 - Olfactory (smell) – There's something *fishy*... Nostrils.
 - Gustatory (taste) – It's *distasteful*. Licking lips.

Managing Meaning

- Which is the best representation?
 - 600 people out of a thousand will die
 - 400 people out of a thousand will be saved
 - 400 people will be saved, and 600 will die.
 - We don't know, it's in God's hands.
- Framing and reframing: selective contextualization showing the same object in a different light.
- Visual and verbal frames

Framing

- Frames are mental shortcuts to making sense. They define *how we feel*, and then think, about an issue, not *what we think*
 - Frames are powerful and unconscious
 - Change the frame to change the meaning
 - Move between the levels of understanding:
 - Values (beyond individual existence)
 - Issues (like global warming, environment)
 - Specific issues (tax, unemployment)
- Appeal to higher levels and test on lower levels

Reframing

- Translate global issues to 3rd level: e.g. AK47 for two cows, one cow, or a chicken.
- Translate personal problems to 1st level: joblessness and recession.
- Don't start with the negative: e.g. 'our nuclear plant won't kill you.'
- Metaphors simplify complex novelties: e.g. the Cold War as a football match.
- Visuals of 1st, 2nd and 3rd level.

CLASS ACTIVITY:

Choose topic and exercise reframing:

Student A says something negative about himself/herself, and student B reframes it.

Student A names a difficult national option, and student B reframes it.

Choose a metaphor to describe what you're trying to do in your organization, or an issue you're facing.

Non-verbal communication

- The body speaks the truth and others *instinctively* react to the body speech - what one does, and not to what one says.
- Demo: consistency and inconsistency: e.g. coughing, nodding, body movement
- Recognizing cues in audience / interlocutor
- Never take cues for facts
- Build trust and convince using your body

Non-verbal communication

- Eye movements for the left and right hand.
- Elements:
 - Voice: tone, volume, pitch, fluency,
 - Posture, gestures, facial expressions, sweat, gulping, head tilting, feet movement, tapping, knee position, hands and arms
 - Distance, body movement, tension, rest
 - Breathing: depth, rate, and regularity; sighs
 - Eye gaze: focus, gleam, openness, blinking
 - Color of face and clothes

Body metaphors: e.g. pressing the throat - I'll be hanged; covering the mouth – I can't say it.

Building Rapport

- Rapport: 'like two lovers...'
- People like people like themselves
- Useful in interviews, negotiations and facilitation
- Verbal and non-verbal matching
- Mismatching: how to avoid it and when it is useful
- Mirroring
- **Match – Pace - Lead**

CLASS ACTIVITY:

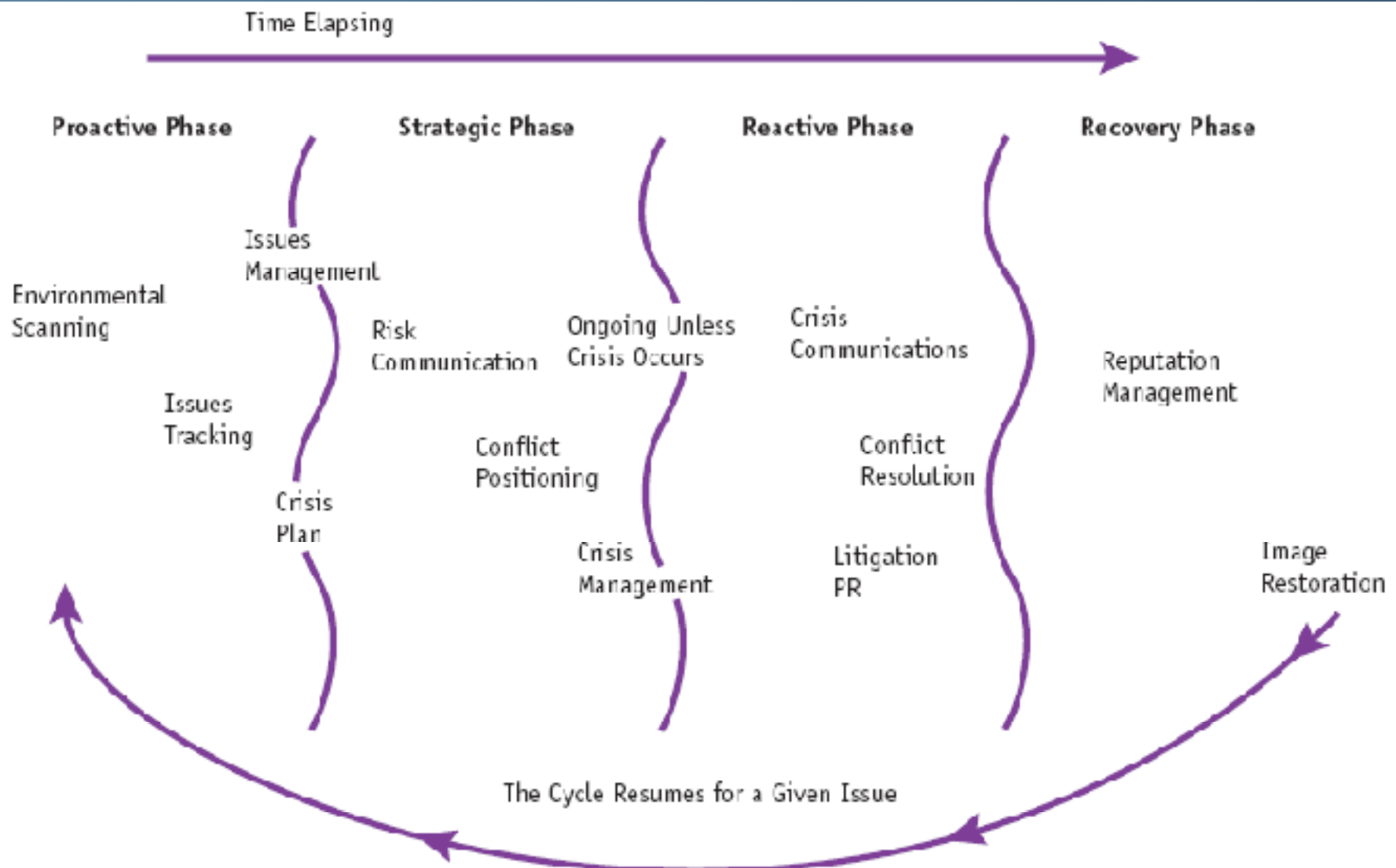
Exercise :

Present your organization to your colleagues with consistency – voice, posture, movement, distance, tension, breathing, gestures.

Feedback and rehearsal.

Exercise in pairs: Mirroring

Conflict Management Life Cycle



Crisis Reactions

- Attack the accuser – it's not us, it's X to blame
- Denial – it never happened
- Excuse – it wasn't in our power to prevent it
- Good intentions – went awry
- Justification – we did it for a good reason
- Ingratiation – you are oh so great
- Reduce offensiveness - it's not that bad
- Corrective action – we'll do A to remedy/compensate B
- Full apology – we are sorry.

Crisis Management

- Be prepared: SWOT
- Determine damage, establish position
- Hold a press conference asap
- Make positive statements / reframe
- The problem is of utmost importance
- Present action plan
- Be honest and take responsibility
- Don't immediately blame or admit fault
- Never say 'no comment'
- Keep the media and the public updated
- Consider a campaign for reputation restoration

CLASS ACTIVITY:

”In the Hot Seat” Press Conference Scenario:

A: A person in your organization has run over a child in the neighborhood and killed it.

B: Your company has let 1,500 employees go.

C: The Gay Pride parade has turned violent. Organized group attacked the demonstrators.

D: Your NGO is accused of heavy political bias, a quasi-impartial political entity, extension of the opposition political party.

Phase IV: Implementation
**Phase V: Monitoring,
Evaluation, and
Management Feedback**

Monitoring, Evaluation and Measurement

- Measuring results against established objectives; systematic assessment of program and results; accountability and learning.
- Evaluation targets:
 - Production
 - Message dissemination / audience exposure
 - Message effectiveness
 - Audience awareness
 - Audience attitudes
 - Audience action

Evaluation

Criteria to measure effectiveness :

- **Awareness** – levels of awareness of the organization or the programme
- **Understanding** – survey and evidence to gauge the extent to which the organization or the program is understood and applied
- **Conviction** – attitudes, beliefs and values
- **Action** – evidence of positive action or behavior.

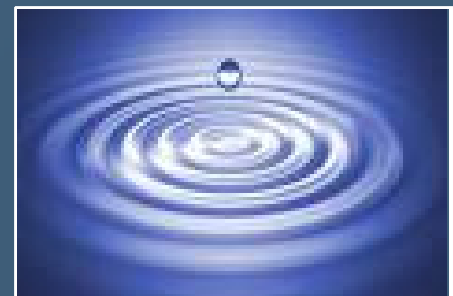
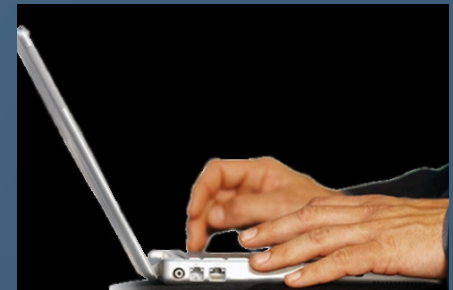
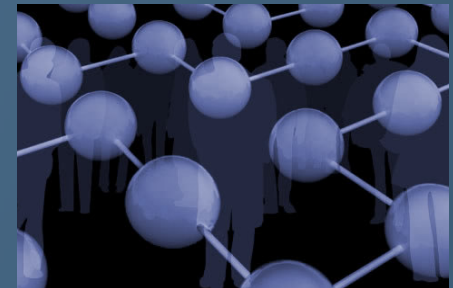
Measurement

- Qualitative and quantitative indicators
- Impact and output
- Direct and indirect indicators
- Rapid appraisal methods
 - Quick impact survey
 - Interview with representatives
 - Sampling
 - Opinion leaders
 - Quick polls; online polls
- Outsourcing polls and surveys
- Using third party research

The end.....

- Course revision
- Questions
- Final Project discussion

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Public Relations Strategy and Practice

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