Exam 1 – principles of public relations

***RACE***

* **R**esearch: What does the client need? What is our goal? Who do we need to reach, and what do they need to know?
* **A**ction: What actions should we take to communicate/persuade? What is our budget? What is our schedule?
* **C**ommunication: Implementing a communications campaign.
* **E**valuation: Assessment: Were we successful? What impact did we have? How do we know?

***Research helps you***

* Answer client questions (“which state consumes the most mangoes?”)
* Understand people’s preferences
* Predict what is likely to happen (election results)
* Create your message, select your target audience, design your PR program
* Demonstrate the effectiveness of PR efforts to your clients

***Helps us differentiate between:***

* Outputs (short term, press coverage)
* How many newspapers published our press release? How many times was our client’s name mentioned in the media?
* Outtakes
* Did the audience actually see/understand our message?
* Outcomes (longer term)
* Did behavior actually change? Did they do what we wanted them to do?

***Primary:***

* Original research that you create and conduct on behalf of a client (applied and theoretical

**Applied** directly to a PR effort.

* **Strategic:**
* Solves problems.
* Develops messages.
* **Evaluative:**
* Evaluates success of a PR campaign

**Theoretical**

Abstract, Conceptual

Builds theories about:

* how people communicate,
* how public opinion is formed
* how a public is created

***Secondary:***

* Existing research that someone else did and is publicly available, so that you can spare the expense and time of creating your own research
* Examples: Google searching, using census data, Gallup polls, books, internet, trade journals, library research.

***Quantitative***(surveys, polls)

* Results in a number (percentage) as a research finding
* 30 percent of KSU students are satisfied…
* 25 percent of Ohio voters are undecided….

***Qualitative***(focus groups, interviews)

* Seeks understanding and intensity of preferences, allows direct observation of participants
* How intensely does someone hold an opinion?
* What do participants understand about your client?

***Three major forms of research methods***

***SURVEYS***

* Reveal attitudes and opinions – what people think about certain subjects at a certain point in time.
  + - **Descriptive: Describe a current situation. Snapshot in time.**
    - **Evaluative: Explain why something is happening (cause and effect)**

**Descriptive surveys:**

* + *Describes* a current situation or condition. Opinion poll: “Did you like the President Obama’s speech on ISIS?”

**Explanatory survey:**

* + Seeks to explain cause and effect – ***why*** something is happening or not happening.
  + *“Why are our donors decreasing?”*
  + *“Why is enrollment increasing?”*

***COMMUNICATIONS AUDITS.***

* Reveals differences between management thinks about its communication programs and what target audiences think
* used by corporations, hospitals, schools, and other organizations to determine:
* The effectiveness of their publications (newsletters, annual reports)
* Bottlenecks/breakdowns in the information flow in an organization
* Identify conflicting notions among employees and other stakeholder groups about what an organization is and does

***UNOBTRUSIVE MEASURES.***

* Studying people without intruding upon them: passive fact-finding, content analysis, and readability studies
* doesn’t intrude on others; independent study

***Random Samples***

**Simple Random Sample:**

* selected randomly; everyone has an equal chance of being selected

**Systematic Sample:**

* uses a random starting point within the target population; example: every 10th person on the list

**Stratified Sample:**

* samples different segments in proportion to their presence in the target population:

Example: employees with 5 years of service.

**Cluster Sample:**

* breaks target population into small clusters (usually geographic)

***Nonrandom Sampling***

**Convenience samples:** unstructured, unsystematic

* Examples: Person-on-the-street interviews

**Quota samples:** based on certain characteristics of a population

* Surveys the attitudes of people who share a common characteristic (such as age, race, gender)
* Examples: Female pizza eaters

**Volunteer samples:** Those who voluntarily participate

* People offered free pizza if they volunteer to take a survey

***Questionnaires***

* SHORT. Can it be finished in under 5 minutes?
* STRUCTURED QUESTIONS. (check the box), not open-ended.
* MEASURE INTENSITY. Across a range from   
  “very satisfied” to “very dissatisfied”
* CLEAR AND CONCISE. No big words, no jargon.
* AVOID “LOADED” QUESTIONS. “Is management trustworthy?”
* AVOID SURVEY FATIGUE. surveying the same people too often and on trivial stuff.
* **Survey data are perishable – they represent a snapshot in time, and preferences will change with time and events.**
* **Survey responses can be influenced by a host of things: mood of participant, wording of questions, time of survey, personal characteristics of those asking the question.**
* **Margin of error: the amount of sampling error in a survey … the larger the margin of error, the less confidence in the survey**
* **How reliable the results are likely to be in predicting actual behavior.**

***Interviews***

***Qualitative***

**Personal, first-hand conversation and observation.**

* Discover INTENSITY of opinion and WHY an opinion exists.

**Focus Groups**

* 90 minutes … 8-15 people
* Moderator asks questions, keeps group focused
* Tight objectives – keep out irrelevant information
* Conduct multiple focus groups **(more than 2)**

**Focus Groups:** no more than 90 minutes, 10-15 people, define objectives tightly, conduct more than one, use experienced moderator

**Telephone Interviews:** scripted, high hang up rate

**Email:** cheap, but low response rate (easy to ignore)

**Drop-off interviews :** Personally dropped off at a household, usually after a face-to-face interview

***Communication Audits***

* Is an organization achieving its communication objectives with employees and other key publics?
  + Are newsletters, news releases, annual reports *working*?
  + Is the organization seen as a good citizen by the community?
  + Are employees actually reading the monthly newsletter?

**Audit subjects:**

* Existing communications programs and vehicles
* Bad information flow within an organization
* Confused ideas about the organization’s mission

**Methodology:**

* Researcher studies pertinent literature about an organization
* Interviews management and workers: where do they agree? Disagree?
* Recommendations developed and presented to management.

***Unobtrusive Methods***

* Not intruding on a participant…not noticeable or apparent.
* Content analysis
  + Studying how a newspaper has used your news releases – how much of your message remained intact? How heavily edited was the release? How many people were reached (circulation)?

**Copy testing**

* “Previewing” (pre-testing) messages from brochures, memos, etc before you go public

**Case study research**

* How did another organization handle a similar problem?
* Tylenol case study

***Evaluating PR Results***

* Determining the success of a PR campaign
* Start with specific, measurable goals
  + Who are you trying to reach?
  + What message are you trying to share?
  + What behavior do you want to change?
* Get management to agree on the goals BEFORE you begin.
* Select the best way to gather data.
* Report back results to management; demonstrate their return on investment
* Focus on out-comes (long**-term impact; behavior change)**
* BEFORE the PR campaign and AFTER the campaign, measure:
  + AWARENESS: is your client’s name and logo more recognizable?
  + RETENTION: do they remember your message? Key words? (“donate,” “life,” “legacy”)
  + ATTITUDE: did your message build trust? Create emotion? Change opinions or preferences?
  + BEHAVIOR: the ultimate test. Did your PR efforts get people to join, donate, vote, purchase?
* It’s hard to prove that PR alone changes an attitude or behavior.

***Web Analytics***

* How do you measure effectiveness of Web-based PR?
  + Number of new visitors
  + Number of returning visitors
  + Total time spent on a site
  + Downloads
  + Sales, donations, votes!
* Hits and eyeballs
  + Go beyond counting website visitors and look at whether they were persuaded *to act* on the information you provided.
    - How much traffic is coming to the site? How much of it is new? How many are returning visitors?
    - How often do visitors go beyond the homepage?
    - What do they find most interesting?
    - Is your content downloaded?
    - Are parts of your site never visited?
    - Did you achieve more sales, donations, votes, etc

***Defining PR***

* Cutlip & Center
* “Planned efforts to influence opinion through good character and responsible performance, based upon mutually satisfactory two-way communication
* Seitel
* “Planned process to influence public opinion through sound character and proper performance, based on mutually satisfactory two-way communication.”
* Public Relations Society of America (PRSA)
* “Strategic communication process that builds mutually satisfactory beneficial relationships between organizations and their publics.”

***Keywords***

* **Strategic:** Future focused; goal-oriented.
* **Planned:** Not random; well organized.
* **Performance-based:** “Good behavior, well communicated.”
* **Public interest:** Adds value; is mutually beneficial
* **Two way:** real relationships – two-way conversations.
* **Management function:** most successful when PR has direct access to top management.

***PR is not a spin***

* What is spin?
* Benign: put a positive slant on a negative story (example, company layoffs), exaggerating.
* Harmful: distorting, covering up, hiding facts, lying.

***PR IS***

**Advocacy** on behalf of a client.

* + “One that pleads the cause of another.”
  + Active of support of/promotion of an organization/client or cause
  + Ensuring the client’s voice is heard on issues that matter to them
  + Helping client gain influence with key publics

**Advocacy is NOT objective**

* + But advocates must not lie
  + Advocacy does not involve conflict/confrontation
  + **Advocacy** on behalf of the public(s)
  + **Giving voice to the voiceless.**

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***The Public***

* Always plural: PUBLICS.
* No organization has a single constituency, stakeholder group, customer base, audience.
* WalMart:
* Customers, employees, civic groups, environmental groups, business press.
* Internal (employees, managers, stockholders, board of directors)
* External (media, government, customers, suppliers)
* Primary, secondary, marginal (order of importance)
* Traditional and future (KSU?)
* Proponents (your fans)
* Opponents (your critics)
* Uncommitted (no opinion of you yet)

***What do PR people do?***

* They write. Articles, speeches, scripts, brochures, tweets, blogs, commercials, public service announcements, etc.
* They advocate on behalf of clients and work to generate positive media and public attention for clients.
* They work with the media and other key relationships (community, legislators, consumers, critics).
* They research, plan, implement and evaluate communication campaigns.
* They plan events – from parties to press conferences.
* They give advice to clients, organizations, executives, and businesses on how to build, maintain a strong, effective reputation – especially when problems and crises hit.
* They help organizations recover from public crises.

**P.T. Barnum, Barnum & Bailey Circus**

* Circus master and master of hype – “Patron Saint of Promoters”
* Today: Donald Trump and reality TV
* Booked bizarre acts and gave them short, colorful names (Tom Thumb) to get press attention. Father of reality TV?
* Allegedly believed a “sucker born every minute”
* Used exaggerations and falsehoods to sell tickets (161-year-old woman)

**Ivy Lee – father of public relations**

* + Created joint labor-management board to mediate worker grievances
  + Brought Rockefeller to Ludlow where he met with workers, showed concerns
  + Humanized Rockefeller image -- PHILANTHROPY
  + Improved some worker conditions (sound performance, honestly communicated)
* The Colorado Mines Strike (1914) -- Ludlow Massacre -- Ivy Lee represented John D. Rockfeller, Jr. , Lee transformed a labor dispute into a positive situation/ tried to resolve problem; Rockfeller to talk with miners and families – showed concern about plight, let to policy changes and better worker benefits
* Ivy Ledbetter Lee—Wall Street journalist who opens press office; disdains press agents. Believes **PUBLIC MUST BE INFORMED**.
* **Ludlow Massacre—1914** -- labor strike turns bloody—workers and some family killed (more than 20)

**Ivy Lee’s Enduring Contributions:**

* Align business interests with public interest
* Involve management with workers and community
* Tell the truth -- earn goodwill through honesty
* Positive publicity must be built upon positive performance
  + Fix what is wrong
  + “Good PR” is good behavior, well communicated
  + Maintain open relationships with media
* Value news over publicity stunts
* Public welfare and public confidence matter
* Bring management to the scene; involve them with workers and community
* Maintain open communications w/news media
* He based his work on honesty and candor.  
  Lee believed, “the public be informed.”  
   -- News value over publicity stunts and ads
* Believed companies can be represented forcefully and positively – if they represent themselves honestly.
* Involvement with Dye Trust
* Honesty and candor

**Amos Kendall**

* First presidential secretary. Andrew Jackson was not a good communicator; hired Kendall to assist with communications.
* Counselor, ghostwriter, and publicist for Andrew Jackson
* Daniel Boone, Davy Crockett, Buffalo Bill
* Kentucky Writer and editor
* Member of “Old hickorys kitchen cabinet”
* White house public relations task
* Speeches, state papers, messages, press releases
* “earliest users of “news leak”
* credited as the first authentic prudential press secretary
* the *Globe*

**Edward Bernays: “Father of Modern PR”**

* Sigmund Freud’s nephew
* First PR counselor and scholar (taught first PR class)
* Influential for nearly a century (1900s)
* helped grow PR as an advisor;
* saw the big picture; e.g.,
* change society attitudes/Lucky Strikes cigarettes;
* restore bacon sales,
* surveyed drs; Light’s Golden Jubliee/50th invention of light bulb,
* many world utilities shut down for 1 minute
* publicist 1913
* author of chrystallizing public opinion
* contributed the most to PR industry in history
* first public relations class taught in 1923
* recruited the first female practitioner – wife- doris E. Fleischman

**Arthur Page -** VP of PR for AT&T (1927-1946)

* Helped maintain AT&T’s reputation as good corporate citizen
* Page’s Principles for public relations professionals
  + **Tell the truth.**
  + **Prove it with action.**
  + **Listen to the customer.**
  + **Manage for tomorrow.**
  + **Conduct PR as if the whole company depends on it.**
  + **Remain calm, patient and good-humored.**
* Helped PR to be considered a management function:
* Active voice in management – be at the CEO’s elbow for key decisions, policies, actions
* PR is a management function →have an active voice in management
* credited for laying the foundation for corporate pr. Insisted his staff practice six principles:
* – credited for laying the foundation for corporate pr. Insisted his staff practice six principles:
* Tell the truth – accurate picture of the company’s character, ideas and practices
* 2. Prove it with action. **Public perception is determined by 90% doing, and 10% talking**
* 3. Listen to the customer: understand what public wants and needs and communicate info to mgt
* 4. Manage for tomorrow – generate goodwill – you can’t create it during a crisis.
* 5. Conduct PR as if the whole company depends on it – must consider impact of business decisions.
* 6. Remain calm, patient, and good-humored: consistent and calm communications.

**Creel Committee (George Creel)**

* + Assemble scholars, journalists, PR leaders
  + Influence public to support World War I
  + Invest in Liberty (war) Bonds
  + “Make the World Safe for Democracy
  + Influence opinion -- make the world safe for democracy, support of war
  + George Creel, former newspaper reporter, President Wilson called on him during WWI to organize PR program to advise him and counsel. Organized journalists, scholars, artists, others to help persuade Americans to invest in Liberty Bonds, conserve food. Patriotic appeal

**Pat Jackson: Five Steps to Behavioral Change**

1. Build awareness through all types of communication
2. Develop “latent” readiness, in which people begin to form opinions
3. Triggering event, can be a planned event or a naturally occurring event that makes people want to change their behavior
4. Intermediate Behavior, investigation change – how to go about changing behavior
5. Behavioral change – people adopt a new behavior.

1. Awareness: you learn that the Presidential election is November 8.

2. Latent readiness: you begin to consider voting based on past experience, new information, the views of your friends.

3. Trigger event: you attend a “rock the vote” rally that motivates you to register to vote.

4. Intermediate behavior: you start to investigate who deserves your vote, where your polling place is.

5. Behavioral change: you vote!

* **Communication Theories**
  + **Concentric Circle (Elmo Roper)**
    - **Gradual spread of ideas through cascading circles of influence…emphasizes the role of opinion leaders**
  + **Behavioral Change (Pat Jackson)**
    - **Five stages…leading to behavioral change**
  + **Constructivism**
    - **People have pre-existing beliefs and values. PR messages seek to overcome preconceived opinions.**
  + **SEMDR – what does it mean, who does what?**
  + **Cognitive Dissonance**
    - **We seek information that supports our views, and avoid information that conflicts with our views.**
  + **Media as Agenda-Setters**
  + **BIAS! (Stereotypes, symbols, semantics, peers)**
* **Characteristics of Public Opinion**
  + **Tends to be passive (most people have no strong views on most issues)**
  + **Tends to be inflexible if people have formed strong views**
  + **Tends to respond to significant events**
  + **Is strongly influenced by SELF-INTEREST**
* **How do we change public opinion…how far can we go?**
  + **Play to your base—keep your supporters loyal. They can often be your best ambassadors and influence leaders.**
  + **Target swing voters—the neutral and undecided who you may be able to recruit.**
  + **Avoid or neutralize opponents—be careful about the resources you devote to those who are unlikely to change their minds.**