

Assignment 4: PR Planning Project

(Members)

Lo Min Choong Julian S10184142D

Toh Ethan S10194861E

Jake Ryan Wong S10193415C

(Module) 1PUBREL

(Lecturer) Mr Ho Tjin Charn Bernard

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1. Definition of problem and Problem statement

Marks & Spencer is aware that it is their responsibility to ensure that child labour is not used anywhere in their supply chains (“Modern slavery statement 2017/18”) (“Modern slavery statement 2018/19”). They are actively trying to eliminate traces of unethical practices within their supply train. This is a tall over. However, they are working together with UNICEF to ensure safe practices are met.

The problem is that Marks and Spencer is not telling anyone about it. Everyday people do not read long official documents. Thus, we believe that Marks & Spencer should broadcast the fact that they are a responsible company who takes actions to address social and environmental issues. This can be done through a Public Relations (PR) campaign. This is the premise of this document.

Problem statement: Our target public [Generation Z] is unaware of Marks and Spencer practices to be socially and environmentally responsible.

We chose Generation Z for two reasons. As Generation Z grows to become older, they will start to have a greater influence as consumers. As such, Marks and Spencers should begin to build good relations with Generation Z. Thus, allowing the company to reach a wider audience, while building a sustainable relations. The second reason is that Generation Z is receptive to this campaign. This will be elaborated in detail under the key public section of this document.

2. Research

Marks and Spencer saw a 3.0% decrease of total revenue before tax from 2017 [1.7bn] to 2018 [10.4bn] (“Full annual”). This is the overall Key Performance Indicator for Marks and Spencer. It is known that Marks and Spencer is not doing well as a business. As such, we believe a series of well crafted Public Relations campaigns will help alleviate this situation.

We surveyed lines of clothes to see where Marks & Spencer makes their clothes. Out of our sample size of 21, Bangladesh [12] was the majority. The rest is comprised of India [3], Cambodia [2], Turkey [2], Vietnam [1], Sri Lanka [1]. Marks & Spencer still uses Turkish labour, which employs the use of child labour (Lusher). This shows that Marks and Spencer is still vulnerable to unethical practices in their clothing supply chain. This is supported in the following paragraph with investigative journalistic articles.

The Guardian has repeatedly uncovered that Marks & Spencer has fashion lines which is produced by child labour (Murphy, Milne). This happens when Marks & Spencer produces

fashion lines in third world countries such as Bangladesh. This shows that Marks and Spencer still had some traces of child labour practices. This will remain in the supply chain for some time due to the nature of the sensitive situation. Marks and Spencer knows this. As such, they have reported this serious issue in the public domain.

Marks & Spencer is aware that it is their responsibility to ensure that child labour is not used anywhere in their supply chains (“Modern slavery statement 2017/18”, “Modern slavery statement 2018/19”). Thus, we believe that Marks & Spencer should broadcast the fact that they are a responsible company who takes actions to address social and environmental issues. This will be explained in relation to our key public.

This is because Generation Z values social responsibility in a corporate frame (Parker). Thus, the approach will be aligned with Generation Z's priorities. This will allow Marks & Spencer to be seen as genuine to our target audience. This makes the campaign feasible for Marks and Spencer.

3. Goal statement

Goal statement: To increase awareness in key public that Marks & Spencer is socially and environmentally responsible.

For social responsibility, Marks and Spencer will be emphasising the elimination of child labour practises from its supply chain. This message will be conveyed through the PR campaign. This will be explained in further detail under the implementation section of the document.

For environmental responsibility, Marks and Spencer will be emphasising the recyclability of clothes. This will also be explained under the implementation section of the document.

These are the key messages we would like to transmit over the course of the campaign. Ultimately, we want to build good will with the key public, Generation Z. This will be done by aligning brand values with the values of Generation Z. This will make Marks and Spencer relevant in Generation Z's eyes. This will boost revenue in the short term.

In the long term, Mark and Spencer can use this campaign as a barometer for future campaigns. This will give the company an idea of how to approach Generation Z. Therefore, the company will be in a better position to sustain the building of good will with the target public.

Furthermore, Marks and Spencer will grow as a company. The company will be better overall as societal and environmental issues will be addressed. Child labour will be reduced in the supply chain, allowing children from vulnerable countries to live a normal and fruitful life. The Earth will be all the better as the global carbon footprint will be reduced. While this will not affect

Marks and Spencer from a business standpoint, the company will care about issues beyond themselves, being responsible as a company.

4. Key publics

Primary public: Generation Z (15-24)

Demographic Analysis of Audience:

Ethnic or Cultural Background: CMIO

Income level: Mostly no income, some have entry level income (2000SGD)

Educational Level: Primary, Secondary, Tertiary, Post-Tertiary

Occupation: Students/ Just graduated

Psychological Analysis of Audience:

Values: Justice, equality, socially aware

Attitudes: Wants people around them to be socially conscious, wants companies to be socially conscious

Beliefs: Children should not be treated as cheap labour

Secondary public: Millennials (25-35)

Demographic Analysis of Audience:

Ethnic or Cultural Background: CMIO

Income level: 2000SGD to 20,000SGD

Educational Level: Diploma to degree holders

Occupation: PMETs

Psychological Analysis of Audience:

Values: Savings, money conscious, values experiences over materialism

Attitudes: Environmentally conscious, health conscious

Beliefs: They believe that saving money is important, believes coupons are valuable

Our primary public will be Generation Z as the emerging market will be them from a business standpoint.

Our secondary public will be the millennials. As they have been exposed to previous campaigns, we will be focusing on the emerging public rather than an existing public.

As both publics share similar values, the campaign will reach both publics. However, we will be catering to Generation Z. We feel that Generation Z will be more receptive to hands on activities due to their young age. This will allow our tactics to be more robust rather than passive. As such, we will have greater freedom to implement more creative and engaging tactics.

Thus, we believe this campaign will be feasible and sustainable in the context of the Marks and Spencer plan outlined by the CEO in the annual report ("Full Annual").

5. Objectives

- Encourage key publics to shop at Marks & Spencer.
- Build an emotional connection with key publics.
- Re-establish confidence in the brand.
- Change brand perception.
- Increase customer loyalty.
- Convey brand values.

In conjunction to our key message, problem and approach, our objectives are to send our message across to our primary public. Additionally, the brand values will be transmitted to the key public through the message as an undertone. Overall, this will earn the good will of Generation Z. As such, all three stages will go hand in hand with each other.

We want to engage our key public by tapping into the values of our key public. We want to show Marks and Spencer in a positive and honest light. This will attract our key public to the brand. Thus, we will be indirectly inviting the key public to shop at Marks and Spencer. This is our approach, which will be further explained in the following section of the document.

Furthermore, by tapping into the values of our key public, we will build emotional connections between our key public and the brand. This will be achieved through the nature of the campaign.

All these goals will be further explained in the following section.

6. Strategy Statement

Strategy: To have an outreach.

Due to the nature of the campaign, we want to have an outreach campaign. We want to engage our key public. We also want to transmit messages about Marks and Spencer to our key public. Consequently, the reasoning behind an outreach is justified in this manner.

6.1. Message strategy

Key message: Marks & Spencer is responsible as it takes child labour and environmental problems seriously.

Marks & Spencer self-regulates its production chain to ensure that its factories in third world countries do not employ minors illegally. This is done by working with human rights groups such as UNICEF to check sites for illegal employment.

Additionally, more corporate brands are becoming increasingly aware of their carbon footprint. This is no different for Marks and Spencer. Marks and Spencer has an environmentally conscious as they source environmentally friendly supplies. This is found in their stores with tags marking environmentally friendly sourced clothes.

Therefore, this is how we have come to the conclusion of the key message we like to broadcast. We feel this would help make the brand stand out from the crowd. This is due to the unusual angle the key message is trying to portray. As such, we believe this message is feasible for the brand. The opportunity exists. Thus, we will like to seize this opportunity.

Looking at the overview of this campaign, we plan to achieve a behavioural and emotional change towards Marks and Spencer. This can be achieved through the key message of the campaign, stated above. This is because the key message has emotions built into it. As a result, emotional and behavioral change will come naturally to our key public.

This message will be done through two-way communication with our key public through their preferred digital platforms. This will be further explained in the following section.

6.2. Media strategy

Our message will be transmitted through various platforms. However, our focus is digital media as our key public mainly focuses on digital media. Additionally, two-way communication takes place actively on digital platforms. This allows the campaign to go viral, increasing the reach of the campaign.

For traditional media, we have two news releases for the two different angles of our key message for the campaign. These news releases will be included in the media kit. Further elaboration is in

the following section of the document.

- 6.2.1. News release 1: Marks & Spencer sets up sewing booths in stores to evoke appreciation for dressmakers.

(Singapore) — The public can try their hands at sewing their own clothes at Wheelock outlet of Marks and Spencer. Marks and Spencer wants to build appreciation for the labour behind their clothes through this exhibits.

- 6.2.2. News release 2: Marks & Spencer works with UN to eliminate child labour practices within supply chain

(Singapore) — Marks and Spencer continues to tackle the issue of child labour in their supply chain. This comes as they releases their Mordern Slavery Statment for 2020. The organisation will continue to work with UNICEF to eliminate sources of child labour practices.

For our sales promotions, we have opted for two platforms popular with our key public: Instagram and YouTube. We chose this as we believe Generation Z will access and engage with the brand. This will lead to the achievement of our goals. Further detail of the sales promotion not listed below will be expanded in detail in the implementation section of the document.

- 6.2.3. Sales promotion 1: Instagram

- 6.2.3.1. Release a special promotional code that can only be used from Instagram story/post

- 6.2.3.2. Able to take part in a giveaway with a minimum spending of 50SGD. Need to post a picture on their personal Instagram accounts with the appropriate hashtags to qualify entry into giveaway + 50SGD minimum spending.

- 6.2.4. Sales promotion 2: YouTube

- 6.2.4.1. Document in store activities to show what activities are going on.

- 6.2.4.2. Earned publicity, the nature of the video will gain the interest of the public and thus increase the popularity of the company.

For our in-store activities, we will be doing interactive exhibits which requires our key public to participate actively. These activities will be inline with our key message. As such, we will be carefully crafting these. Further details not listed here will be given in the implementation plan.

- 6.2.5. In-store activity 1: Recycling bins for old clothes

- 6.2.5.1. Return of old Marks & Spencer clothes [Broadcast on Instagram]
- 6.2.5.2. Set up bins near the entrances of Marks and Spencers so that people can come in and drop of their old clothes.
- 6.2.5.3. People get a 10% discount when they show a video of themselves putting their old clothes in the bins.
- 6.2.6. In-store activity 2: Sewing exhibition
 - 6.2.6.1. Have an area where customers can immerse themselves into the process of making clothes
 - 6.2.6.2. Allows people to appreciate the labour behind clothes making
 - 6.2.6.3. In-store Television that showcases process of clothes being made
 - 6.2.6.4. Glass window where they can watch the other customers participate in sewing clothes and this will pique other customers' interests.
 - 6.2.6.5. Participants get to keep the clothes they sew or donate items to charity for the less fortunate

6.3. Action strategy

Launch campaign using media relations and consumer relations to publicise campaign to build brand perception. Ultimately, to build goodwill with Generation Z.

7. Action plan

To bring authority to our message, we will be doing a collaboration with UNICEF in relation to our sewing exhibit.

We will be contacting UNICEF. We will review the Modern Slavery Statement for 2020 with them. It will review what has been done over the two years. We will be brainstorming what can be done for the next few years. Marks and Spencer will be taking responsibility for their supply chain.

At the same time, we will be talking about brand collaboration with them. We plan to put UNICEF's logo throughout the store and exhibition assets. This leverages on the authority of UNICEF. Additionally, this also raises awareness about the relationship between Marks and Spencer and UNICEF. During the campaign period, 10% of total sales will go to the UNICEF funds. As such, this will make the deal fair and beneficial for both parties.

For traditional media, contact The Straits Times, Channel News Asia. Organise a press conference. Give everyone media kits with news releases and assets (pictures of exhibit, stores,

placements of TVs, timeline, plan of action). Hold a press conference at the Four Seasons hotel. When the press conference is done, invite media down to Wheelock outlet to see for themselves what the store looks like.

For social media, post Instagram stories on the Marks and Spencer account to generate earned media. These stories will be about the two in-store activities. We want to capture the experiences of our key public. This will bring authenticity to our campaign. Since Instagram is a social media platform our key public uses, this will allow Marks and Spencer to reach our key public. This makes our plan feasible.

For our in-store activities, we will set up equipment such as TV display, immersion clothes making booth, donation/recycling boxes. We will also need to change store layout to accommodate the three new sections in the store so that people will notice them. This will take logistics on the part of Marks and Spencer. This is doable as Marks and Spencer is already doing this on a smaller scale in Wheelock place.

7.1. Budgeting

Funds are needed to pay for labour costs, and production costs for all PR actions. We have estimated the costs below. The reasoning for having all these materials and labour will be explained in the implementation plan.

- 7.1.1. \$1k: Supplies (Fabric, cardboard, sewing needles, needle threader, threads, sewing machines, fabric scissors, buttons, zips.
- 7.1.2. \$2k: Production cost of video for YouTube
- 7.1.3. \$10k: Paying the professionals to teach the public
- 7.1.4. \$10k: Production cost for exhibit, TV screens, digital assets

8. Implementation plan

The time frame for this campaign will be listed in the later part of the document.

For the news angles, we will compile a press release and email both local and regional news outlets. This way, we tap into our media relations from Marks and Spencer. This will be done through email. These emails will be sent on 1 April 2020. Media outlets will be invited to visit the stores to see for themselves what it is like. This will potentially broadcast our message to the general public. This will bring attention to our campaign due to traditional media's wide reach.

Thus, the campaign will generate momentum, capturing people's interests. Curious readers outside of our key public who reads the news stories will be compelled to visit a store near them. Although they are not part of our key public, they are nonetheless welcome to involve themselves in the campaign. Parents of Generation Z may be interested. Consequently, they may bring their family to Orchard for lunch, and then visiting the Marks and Spencer store to see what is happening. This will bring our messages across to our key public. Furthermore, our message will reach a wider audience. This publicity will not hurt our cause even though they are not part of our primary public.

For Instagram stories, members of the PR department will come down to the stores. They will be capturing moments happening in-stores. This will attract the attention of our target public as opposed to a platform such as Facebook which is not attractive to our key public. This way, we can be accessible to the key public. Thus, be seen as an attractive brand. This will allow us to build good will with our key public. Additionally, this will bring our messages of social and environmental responsibility across to the key public.

For the YouTube videos, professional media practitioners will be hired by Marks and Spencer to document our key public's experiences in the stores. This will put real people and moments behind our campaign's actions, generating interest in the campaign itself. Furthermore, as YouTube is an attractive platform for Generation Z, people will share and like the video. This drives engagement from our primary public, allowing our message to be transmitted successfully.

For in-store activity 1, we will set TV displays inside the Marks & Spencer stores. The display would show videos of how clothes are made for Marks & Spencer, and the entire process of it. This will allow consumers to be assured that Marks & Spencer is not using cheap child labour to make their products, and would spark confidence in the brand.

Furthermore, an "Immersion Booth" will be set up in selected Marks & Spencer stores to allow customers a first-hand experience at making clothes. Firstly, this immersive experience allows the public to appreciate how difficult it is to produce quality clothing. Secondly, this experience helps to projects the image that Marks & Spencer is a brand that does not approve of utilising cheap child labour. This would result in people having a better impression of our brand & at the same time, understanding and appreciating the quality of clothes being made. In order to make the experience more interactive and eye captivating, we propose constructing the booth in glass, to allow customers and other passersby to view what is happening inside the immersion booth and attract their attention. This would heavily boost the effectiveness of this strategy as it relies solely on customer curiosity to drive this immersion booth and project a more positive image of Marks & Spencer to the public.

For in-store activity 2, we plan to set up recycling booths at all Marks & Spencer stores nationwide which encourages the return of old Marks & Spencer clothes for a better environment. Recycling bins will be set up near the entrances of Marks & Spencer which allows for the convenience of people being to drop off their clothes quickly. To help spread the effort and awareness among the public, a 10% discount will be given to whoever films themselves putting their old clothes in the bins and sharing it online.

The recycling bins will be emptied daily every morning into a holding room behind the scenes. It will be transported to Singapore's recycling plant. It will be coordinated in conjunction with NEA ("Collectors, Traders"). We will be setting out a proper system with them so that the clothes will be recycled. Marks and Spencer can join NEA's routine recycling of recycling bins

8.1. Time frame

The campaign period will be from 1st of April 2020 to 1st of July 2020 as the Great Singapore Sale (GSS) and the June holidays occur during that period. We believe our key public will be more receptive of the campaign compared to other periods in the year as they will be busy with school. Thus, they will not be paying attention to media messages, nor will they have the time to visit the stores. Therefore, we believe this is the optimal time frame for the campaign.

The construction of the exhibits will take place from 24 March 2020 to 31 March 2020. This will allow for the installation of the recycling bins, the TV screens and the sewing booths. Additionally, the layout will be edited during this time frame. The Marks and Spencer staff will then be briefed of the layout at Wheelock to familiarise them with the store. This can be done on the last day of construction.

9. Evaluation methods

To evaluate the campaign's success, we will be using a focus group and a survey before, during and after the campaign. These are the stages that we want to evaluate: Before, During and After. We want to measure two changes: informational and behavioral changes as a result of this campaign. This can be done from March to August 2020.

For the focus groups, we will be asking 5 people in a group per stage, for 5 groups before, during and after. To get people for our focus groups, we will be asking people in the middle of March, June, and August. The focus group will take about 20 minutes at most to accommodate a comfortable and hospitable pace. Additionally, we can give out free food items to our focus group participants in view of their efforts and time.

For the survey, we will be asking 30 people at least per stage — before, during and after the campaign. Staff will be around the stores with iPads where the survey can be done. The Staff members will engage with people in the stores. Discount coupons will be handed out with the completion of the survey in view of their effort and time.

These are the main questions we plan on asking them:

1. Does Marks & Spencer appeal to you? Why or why not?
2. What does Marks & Spencer represent to you?
3. Would you shop at M&S
4. Is M&S relatable to you? [Do you feel a connection to the brand?]

This allows us to measure the changes caused from the campaign.

Additionally, we will be monitoring the press coverage surrounding the campaign. This will gauge how well we have done as PR practitioners. We will be looking at the tone and content of the news releases.

We believe we can achieve changes in attitudes, opinions and behaviors within our key public due to the nature of the key message. This is thanks to the nature of our subject matters. As climate change and injustice are hot topics for our key public, they will feel strongly for such matters. Consequently, emotional change will take place when receiving our key message. This will invoke behavioral changes by creating a desire to participate in our in-store activities. Our hope is to increase store traffic by the end of the campaign.

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