<table>
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<tr>
<th>Program Module Name</th>
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<tr>
<td>ACPCT1 Public Relations</td>
<td>ACOM131</td>
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<td>ACPDP1 Public Relations</td>
<td>ACOM132</td>
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<td>ABDEG1 Public Relations</td>
<td>ACOM212</td>
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This study guide belongs to

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Name
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Year

Faculty of Arts
Department of Communication Science

Developed By GM Naidoo (CPRP)
Edited Jan 10
Note to the student

Welcome to the Communication Science department – PR Class 2010. It is important for you to understand that you are now in a Higher Education institution and your success is determined by yourself. Therefore you must not become distracted but be focused in all your PR classes together with every other course. You will be exposed to the various skills/tools that will equip and empower you to become a valuable person in the market place. This study guide has been developed with conjunction with Handbook for PR and other sources were consulted, however you are encouraged to use the library and the internet to research and read further on public relations. In order for you to gain this experience and the benefit of having a stress free learning environment you must ensure the following:

- Organise yourself by developing an **ADMIN FILE** for yourself in which you will kept safely the following:
  - Proof of Registration- Students must ensure that all information must be is correctly captured, since no changes will be permitted later (especially for the course selection). This should be conducted among class mates in the first session of class.
- You must **ATTEND ALL** my classes/ lectures,
- Ensure that you **SIGN** the class **REGISTER**
- Submit all **ASSIGNMENTS** and **PROJECTS** on the due dates and ensure that you keep copies of them.
- Ensure that you insert your **STUDENT NUMBER & NAME** on each page.
- Your **PRESENTATION** must be of a high quality embracing **EXCELLENCE**.
- **PARTICIPATE** in class sessions.
- Ensure that you are a **PERSON OF INTEGRITY** and every piece of work you submit **MUST** be your **OWN**.
- Follow **MY INSTRUCTIONS**.
- Submit **PROOF of ILLNESS** such as a doctor’s certificate or a death certificate in case of one of your family members pass away. This will be required especially if you miss a scheduled **PRACTICAL SESSION** or **TEST**.
- If you encounter any problems or if you need to see me in regards to the course you are requested to make an **APPOINTMENT** with me. Don’t hesitate, to ask for **HELP**.
- Weekly course outline and other information can be accessed online: [www.comsci.uzulu.ac.za](http://www.comsci.uzulu.ac.za)

Best wishes and every success!

GM Naidoo
Communication Science
ARTS Block
Office 608
Email: gmnaidoo@pan.uzulu.ac.za
Telephone: 035 9026164

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**Prescribed Text book**

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Assignment /practical

First Semester Assignment ONLY!
Assignment One

Question One
Define the practice techniques and nature of Public Relations. Describe why PR has become increasingly important in today’s world of business and government. Give examples to support your reasoning.  
4 to 5 pages (20 marks)

Question Two
Explain the concept of advertising and selling?  
4 to 5 pages (20 marks)

Question Three
Explain how media in PR has evolved from print media to electronic media.  
4 to 5 pages (20 marks)

Assignment Guide

Question One
Define the practice techniques and nature of Public Relations. Describe why PR have become increasingly important in today’s world of business and government. Give examples to support your reasoning.  
4 to 5 pages (20 marks)

BREAK DOWN THE QUESTION AS FOLLOWS:

1. Define the techniques of Public Relations.
   1.1. Media Relations:
   Write a short paragraph about this. Give some examples.
   
   1.2. Publications:
   Write a short paragraph about this. Give some examples.
   
   1.3. Corporate Image:
   Write a short paragraph about this. Give some examples.
1.4. Corporate Advertising:
Write a short paragraph about this. Give some examples.

1.5. Sponsorship:
Write a short paragraph about this. Give some examples.

1.6. Promotional activities:
Write a short paragraph about this. Give some examples.

1.7. Lobbying:
Write a short paragraph about this. Give some examples.

1.8. Networking:
Write a short paragraph about this. Give some examples.

2. Define the nature of Public Relations.
Write a clear and simple summary. Refer also to our class discussions.

Include the following:

PRIS: Write a short paragraph for each.

- 2.1. Dynamic
- 2.2. Analytical
- 2.3. Planned
- 2.4. Implies action
- 2.5. Requires action
- 2.6. Demands adjustment

3. Describe why PR has become increasingly important in today’s world of business and government.

Refer to our class discussions. Write a short & simple paragraph.
Read “Basic assumptions” Give examples to support your reasoning.

Please visit the university library and provide detailed information for your assignment. Please do not copy another student’s work. All work must be submitted as hard copy typed with a font type Arial or Times New Roman size 12. Remember you must ensure that you keep a copy of your assignments.
Question Two

Explain the concept of advertising and selling? 4 to 5 pages (20 marks)

- Your answer should include what advertising is and what principles reveal good brand advertising.
- Your answer should also include what an advertising agency is and made up of.
- List and explain the advertising objectives found in your guide.
- Explain the term selling.
- List and briefly explain the process selling step by step.

Question Three

Explain how media in PR has evolved from print media to electronic media. 4 to 5 pages (20 marks)

Refer to the sections in your prescribed book and also visit the library so that you can provide a comprehensive answer to these questions. Also include how print media as converged. Example: billboards to electronic boards.

Assignment Two

Choose one of the following topics (nos.: 1 or 2) and refer to the requirements.

1. HIV/AIDS has dominated the headlines for a very long time. You are required to develop a HIV/AIDS awareness programme/ campaign for your company. The management has set aside R500 000 for this initiative. Please refer to your prescribed text book Chapter 11 for a guide. (50 marks)

   OR

2. Your organization has just allocated to your PR department R100 000 for the community development focusing on skills for the unemployed. Your company wants to assist the community in this initiative. Explain how you will develop this programme/ campaign so that the unemployed can benefit from this and become skilled to either be employed or will be able to start a small business. Please refer to your prescribed text book Chapter 11 for a guide. (50 marks)
Please note that you will be required to use the following guidelines listed below for the topic you have chosen:

- **Write a press release for the coming programme.** (10 marks)
  - Refer to the section on ‘press release’ and write one for your chosen topic.

- **Provide a communication strategy for the programme.** (10 marks)
  - List the various communication modes that you will use. Explain what impact each will make.

- **Check list.** (10 marks)
  - Refer to your guide and design a check list for the programme.

- **An advert highlighting the programme on A4 format or your advert can be inserted as a slide if you so desire.** (10 marks)
  - Choose an advert that is related to your topic and briefly explain why you choose it. (Look at magazines, newspapers etc).
  - What appeals to you in this advert?
  - What message does it provide the observer?
  - Is this advert relevant? Briefly explain.

- **Prepare a Budget for your chosen topic?** (10 marks)
  - Your require to use the five elements of a PR budget as a guide (refer to pages 66 to 68)
  - Ensure that your budget is formatted similarly as illustrated on page 68.

**Special instructions:**

- **Make sure that the work you submit is done with excellence. PR deal with HOW you will present work.**

**ASSIGNMENT DUE DATE:** TBA (NO LATER SUBMISSIONS WILL BE ACCEPTED)
Assignment /practical

Second Semester Assignment ONLY!
Assignment One

Question One
Explain the scope and ethics of public relations. Describe how PR and marketing compliment each other and also include how advertising forms a part of public relations. Give examples to support your reasoning.

4 to 5 pages (20 marks)

Question Two
Explain effective communication, the spoken word and the presentation?

4 to 5 pages (20 marks)

Question Three
Explain how media in PR has evolved from print media to electronic media.

4 to 5 pages (20 marks)

Assignment Guide

Question One
Explain the scope and ethics of public relations. Describe how PR and marketing compliment each other and also include how advertising forms a part of public relations. Give examples to support your reasoning.

4 to 5 pages (20 marks)

BREAK DOWN THE QUESTION AS FOLLOWS:

1. Scope and ethics Public Relations.
   1.1. Define public relations. Write a short paragraph about this.

   1.2. Define the nature of Public Relations.
   Write a clear and simple summary. Refer also to our class discussions.
Include the following:

**PRIS: (Write a short paragraph for each).**

- Dynamic
- Analytical
- Planned
- Implies action
- Requires action
- Demands adjustment

1.3. *Explain the concept of PR being an Art and Science.* Write a short paragraph about this.

2. **Techniques of public relations:**

2.1 *The PR practitioner.* Write a short paragraph about this.

2.2. *PR in the market mix.* Write a short paragraph about this.

2.3. *PR and advertising.* Write a short paragraph about this.

3. **Planning a PR programme:**
   Write a short paragraph about this. Give some examples.

- 3.1 *Define the situation*
- 3.2 *Setting objectives*
- 3.3 *Target audience*
- 3.4 *Message*
- 3.5 *Activities*
- 3.6 *Budgeting*
- 3.7 *Evaluating results*

Please visit the **university library** and provide detailed information for your assignment. Please do not COPY another student’s work. All work must be submitted as hard copy typed with a font type Arial or Times New Roman size 12. Remember you must ensure that you keep a copy of your assignments.
Question Two

Explain effective communication, the spoken word and the presentation?  **4 to 5 pages (20 marks)**

- List the key communication factors and explain each one. (Write a short paragraph about this)
- Explain why preparing to speak is important? (Write a short paragraph about this)
- Introducing and thanking a speaker? (Write a short paragraph about this)
- What is speech construction and why is it important? (Write a short paragraph about this)
- Presenting the speech, please explain? (Write a short paragraph about this)
- What are some of the areas need to be considered when addressing a large audience. (Write a short paragraph about this)
- List some of the pitfalls that speakers need to avoided?

Question Three

Explain how media in PR has evolved from print media to electronic media.  **4 to 5 pages (20 marks)**

Refer to the sections in your prescribed book and also visit the library so that you can provide a comprehensive answer to these questions. Also include how print media as converged. Example: billboards to electronic boards.

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Second Semester ONLY!
ASSIGNMENT DUE DATE: TBA (No Later Submissions Will Be Accepted)
Assignment Two

Choose one of the following topics and refer to the requirements.

1. HIV/AIDS has become a big concern especially in KwaZulu-Natal where it is recorded to be very high. eThekwini will be one of the hosting cities for the 2010 FIFA World Cup. You are required to develop a HIV/AIDS awareness programme/ campaign for your company. The Municipality as set aside R500 000 for this initiative. Please refer to your prescribed text book Chapter 11 for a guide. (50 marks).

2. Your organization has just allocated to your PR department R100 000 for the community development focusing on skills for the unemployed. Your company wants to assist the community in this initiative. Explain how you will develop this programme/ campaign so that the unemployed can benefit from this and become skilled to either be employed or will be able to start a small business. Please refer to your prescribed text book Chapter 11 for a guide. (50 marks)

Please note that you will be required to use the following guidelines listed below for the topic you have chosen:

- Write a press release for the coming programme. (10 marks)
  - Refer to the section on press release and provide/ write one for your chosen topic.

- Provide a communication strategy for the programme. (10 marks)
  - List the various communication modes that you will use. Explain what impact each will make.

- Check list. (10 marks)
  - Refer to you guide and design a check list for the programme.

- An advert highlighting the programme on A4 format or your advert can be insert as a slide if you so desire. (10 marks)
  - Choose an advert that is related to your topic and briefly explain why you choose it. (Look at magazines, news papers etc).
  - What appeals to you in this advert?
  - What message does it provide the observer?
  - Is this advert relevant? Briefly explain.

- Prepare a Budget for your chosen topic? (10 marks)
  - Your require to use the five elements of a PR budget a guide (refer to pages 66 to 68)
  - Ensure that your budget is formatted similarly as illustrated on page 68.

Special instructions:

- Make sure that the work you submit is done with excellence. PRdeal with HOW you will present your work.

Second Semester ONLY!

ASSIGNMENT DUE DATE: TBA (NO LATER SUBMISSIONS WILL BE ACCEPTED)
PR
Fundamental
Fundamentals of PR

INTRODUCTION

PR have evolved from being a simplistic one to a more innovative function which is able to effectively use the two-way communication (PROCESS) between the organization and its various publics.

Historical perspective & development of public relations:

The origin of PR, the understanding of what PR was and how it has developed over the centuries is important.

- **The ancient Egyptian Pharaohs**: proclaimed their achievements by using word-pictures. This was placed upon walls of the Pharaohs monuments. Festivals were held for religious purposes and at the same time this event was used to show-case Pharaohs impressive achievements. This provided entertainment and it was used to gain the support of the ruling class.

- **Grecian leaders**: displayed higher understanding of the value that was attached to the 'word-of-mouth' communication. This was utilized to persuade people to embrace a certain line of action. Democracy was born and political men in the city’s states of Greece debated on matters of the day.

- **The Roman Empire**: the Romans where strategic to win support by providing free shows and parades.

- **Early Christianity**: The Apostle Paul was an effective communicator and he was able to do so through the written word. This was basically what was used in early times, the invention of the printing press by Gutenberg was able to take the written word and reproduce it in a medium to communicate news in a larger scale etc.

- **Modern Day**: the form of PR has we know it originated in the Untied States of America and its history is largely determined by other countries. The following were used:
  - The use of press agents and various publicity methods.
  - Manufacturing of news by the film industry.
  - To defend business interest by “telling our story”
  - Many companies employed journalist to ensure that they obtain positive publicity for the company.
  - World War 1, USA adopted PR and formed a committee which focused on public information. Various types of communication were used in advertising,
films and exhibitions. This was used so powerfully that people spoke of “the words that won the war”

- **PR in South Africa**

PR began in South Africa after World War 2. The establishment of a PR function was initiated by the Government of South Africa in 1937 to disseminate official information. In 1943 the South African Railways appointed the first PR practitioner and five years later the first PR consultancy was opened in Johannesburg. Many major companies followed by creating internal PR departments.

**PR Defined**

Mersham *et al.* (1995:11), define PR to be a deliberate and intentional part of an organization’s policy. They further state that it is a conscious effort in providing information and creating goodwill, influence, gaining understanding and propagating the message to the audience. Public Relations is a process that entails an organization’s ability to strategically listen to, appreciate, and respond to those persons whose mutually beneficial relationships with the organization that are necessary if it is to achieve its missions and values (2008: [http://en.wikipedia.org/wiki/Public_relations](http://en.wikipedia.org/wiki/Public_relations)).

Skinner *et al.* (2004:4) state that PRISA defines PR as the management, through communication, of perceptions and developing strategic relationships between an organization’s internal and external stakeholders. Skinner *et al.* (2006) also state that the FWAPR defined PR practice as the art and science of analysing trends, predicting their consequences, counselling organizations’ leaders, and implementing of programmes of action which will serve both the organization and the public interest.

Public relations, is a management function that identifies, establishes and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends (Cutlip *et al* 1985:4).

The PR Institute of Southern Africa (PRISA) defines PR as the deliberate, planned and sustained effort to establish and maintain understanding between an organization and its publics, both internally and externally.

**Art and Science:** PR is described as an art and a science.

- It is an art, because the selection and application of appropriate techniques require judgment from the practitioners, as well as being attuned to both the organization and its publics.
- It is also a science, because the identification of an organization’s target publics and their needs and the evaluation of the impact of its actions, to name but two functions, call for the applications of scientific principles.
Activity

Give a comprehensive definition of public relations:

.............................................................................................................................
.............................................................................................................................
.............................................................................................................................
.............................................................................................................................
.............................................................................................................................

Giving a comprehensive definition of PR does not mean that you have to include every definition discussed in this study guide. Rather draw out similar key words that contribute towards a definition of public relations.

The Public and Publics of PR

What is a Public: it is a general term that is used for any large group of people. We often hear expression it is common, for an example ‘South Africa will be hosting the FIFA Soccer World Cup in 2010’ we will refer to this as public knowledge.

What is Publics: this term is specific and refers to a particular group of people. In regards to this we could say that since you and other class mates are students of the University of Zululand, this will be regarded as a specific group and therefore you will be referred to as publics of the University of Zululand. Skinner et al. (2007:17) state that in addition to the traditional publics such as consumer and stakeholders, audiences are increasingly being fragmented into special interest groups. PR personnel now use micro-demographics (closely defining target audiences by age, sex, level of education, and the like) to reach multiple publics with tailored information.

As student of the University of Zululand it will be good to unpack the publics which will provide a better understanding. The following can be identified as various types of publics: internal, external, primary, secondary, marginal, traditional, future, proponent, opponent and uncommitted publics.

The publics in PR are the recipients or audiences which are grouped together because of their common interest in a particular matter. Thus publics are categorized according to the needs of a particular organization and differ from one organization to the next.

Let’s place this in context to provide a clearer understanding of what the different categories of publics are: In the context of a tertiary institute example the University of Zululand:
**Internal publics:** These are the employees of the University of Zululand, for example the academic and administrative personnel and Council.

**External publics:** These are clients and interested parties for example, the students, the mass media and the community.

**Primary publics:** These consist of members from the internal and external publics e.g. the employees, student’s media and govt.

**Secondary publics:** These consist of interested but uninvolved publics, e.g., the community around the University of Zululand, the alumni and the Community of Zululand as University of Zululand is situated in Zululand.

**Marginal publics:** These are not very important publics and could be any uninvolved person out there, for e.g. someone reading an article about the University of Zululand.

**Traditional publics:** These are current clients who have a stake in the University of Zululand, for example the students and the employees.

**Future publics:** These are future students and employees of the University of Zululand who have no stake at the University at present.

**Proponent publics:** These are the publics who support the University of Zululand for example, its employees, and students and depending on the issue, the Community of Zululand.

**Opponent publics:** These could be other universities who are opposed to specific ideas or plans that the University of Zululand might have.

**Uncommitted publics:** These come from marginal publics and are not really interested in the University of Zululand and its activities.

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**The PR Profession**

In 1957 the PR Institute of Southern Africa (PRISA) was established in Johannesburg. PRISA has over 5000 members and is recognized has one of PR professional bodies in the world. This body has joined forces with leaders from 60 associations which established a Global Alliance which is committed to elevating the standards of the public relation profession and its practitioners around the world.

**The Nature of Public Relations**

The following are the basic assumptions that are based on the following propositions:

- In modern democracy, every organization survives ultimately only by public consent.
- The consent of the public cannot exist in a communication vacuum (PRISA 1993).

Fundamental to PR is the establishment of mutual understanding between different parties, i.e. an organization, special publics and/or the community at large. There should be a mutual understanding
which will form the basis of a strong relationship development. This relationship is based on a two-way communication which enables the organization to explain its policy and procedures and enabling it to monitor feedback. More importantly is for this relationship—because of its accessible nature—to enable the organisations to influence public opinion, public judgement and public behaviour, with the obvious implication that the organisation is dependent on the moral and financial support of its various publics in order to survive.

**PR Characteristics**

Skinner *et al.* (2004:5-6) state that the PR manager applies the following characteristics: it is **dynamic**; it is **analytical**; it is **planned**; it **implies action**; it requires evaluation and it demands adjustment. The table below is adapted from Skinner *et al.* (2004:5-6).

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Description</th>
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<tbody>
<tr>
<td>It is dynamic</td>
<td>The process of PR is one of continuous and constant change which requires adjustment in order to maintain existing relationships and building new ones.</td>
</tr>
<tr>
<td>It is analytical</td>
<td>This deals with a process of determining and analyzing a situation and the factors that influence it. Evaluating the progress of any remedial or other action.</td>
</tr>
<tr>
<td>It is planned</td>
<td>Goals are set together with priorities that are determined in accordance with the problem or the situation analysis and within the limit of time and budget.</td>
</tr>
<tr>
<td>It implies action</td>
<td>This is a process that deals with the execution of strategies that are planned and the implementation of alternative strategies in order to deal with the changing needs and demands of the public. PR should be proactive and not reactive.</td>
</tr>
<tr>
<td>It requires evaluation</td>
<td>The performance is evaluated by the achievement of goals.</td>
</tr>
<tr>
<td>It demands adjustment</td>
<td>This deals with PR activities which should be flexible so that it can adjust to the goals altered due to some not being achieved or due to the changing needs of the publics.</td>
</tr>
</tbody>
</table>

**Characteristics of Public relations**

*Source: Skinner et al. (2004:5-6)*
**PR Models**

The following four models described below are used when PR programmes are conducted: (2009: [http://iml.jou.ufl.edu/projects/Fall99/Westbrook/models.htm](http://iml.jou.ufl.edu/projects/Fall99/Westbrook/models.htm)).

- **The press agency model**: as being little more than a publicity function, that strives for coverage in the mass media. This model is primarily based on the technician role of public relations.

- **The public information model**: describes PR as the dissemination of information through the mass media and controlled media such as newsletters, brochures and direct mail. Again, this model focuses on the ‘technician’ role of public relations.

- **The two-way asymmetrical model**: this deals with the research component of PR practice. Information is not only disseminated but based on the research the most appropriate channels and messages to persuade publics to behave in the way the organization wants. This model does pose some concerns since it can be viewed as manipulative nature due to the organization forcing publics into line. This can present the organization with ethical problems. This model utilizes both the technician and the management roles in its application.

- **The two-way symmetrical model**: this describes PR efforts in terms of research base and the use of communication in improving understanding with strategic publics. This model attempts to adjust the organization to its environment as well as adjusting the environment to the organization. The success of the implementation of this model will require the technician and the management roles of public relations.

**The rhetorical/persuasive approach to public relations**

This approach focuses on the way in which not only communication but also persuasion is used in public relations. The approach also emphasizes the planned activities which are a characteristic of public relations. Although all the previous approaches highlight the use of communication, this approach gives PR a different focus, namely the use of persuasion in order to reach understanding between an organization and its relevant publics.

The persuasive approach is used to achieve compliance, goodwill, understanding, appreciation and action and also to create images to manage reputations. In practice this is particularly evident in efforts to maintain the corporate image of an organization, because persuasion works for both an organization and its publics.
Activity

- Please conduct research (internet) into Bernays eight methodical steps and apply it to the following problem:

_The local branch of a store will soon close its door to re-open in suburb nearby. Indicate how you, as the PR Practitioner would obtain consent of its customers to close down the local branch and to conduct its business in future at the new branch._

**Practical approaches to public relations**

According to Van der Walt (2000:29), there are four modern practical approaches to public relations. The practical approaches to PR are made up of practical steps for compiling and implementing PR campaigns and programmes. They often help to explain abstract concepts which are part of the theoretical approaches.

**The four-step plan (RACE)**

In this approach, which has been accepted by the PR Society of America (PRSA), PR activity is described as consisting of four key elements, namely Research, Action, Planning, Communication and Evaluation (RACE) (Wilcox, Ault & Agee 1986:10-11).

**Research**

This step involves researching, conducting and evaluating programmes of action and communication on a continual basis in order to achieve an informed understanding of the organization’s publics, which is necessary to its success. Technical knowledge and skills are required for opinion research, public issues analysis, direct mail, institutional advertising, publications and presentations etcetera. The question asked here is: What is the problem facing the PR practitioner?

**Action planning**

This step involves investigating the management of resources to set objectives, plan, budget, recruit and train staff. To develop facilities needed to solve the problem recognized in the research step. The professional practice of PR requires knowledge of communication arts, psychology, sociology, political science, economics and the principles of management and ethics. The question asked here is: What is the PR practitioner going to do about the problem?

**Communication**

In helping to define and implement a policy, the PR practitioner uses a variety of professional communication skills and plays an integrative role both within the organization and between the
organization and the external environment. The question asked here is: **How will the PR practitioner communicate the message to the audience/s.**

**Evaluation**

The evaluation process looks at whether or not the audience was reached and what the effect of the message was. The question asked here is: **Did the PR practitioner reach the audience? What was the effect?**

The RACE approach gives you a very basic idea of what PR entails in practice. The primary focus of this approach is the knowledge and technical skills of the PR practitioner involved in the PR campaign or programme.
The cyclic process

The PR process may also be conceptualized as a cyclic process where six components are linked in a chain:

1. Research and Analysis
2. Policy Formation
3. Programming
4. Communication
5. Feedback
6. Program assessment and adjustment


Wilcox et al (1986: 11-13) contributes the following explanation of the cyclic process:

**Research & Analysis**

This step consists of inputs that determine the nature and extent of the PR problem. PR personnel thus obtain insights into the problem from numerous sources, which may include feedback from the public, media reporting and editorial comment, analysis of trend data and personal experience.
Policy formation

PR personnel assess these inputs, establish objectives and an agenda of activity and convey their recommendations to management. This is the advisory role of public relations.

Programming

In this step, management has to make policy and action decisions on the objectives, agenda and recommendations made by the PR practitioners.

Communication

PR personnel implement the programme or campaign through such means as news releases, publications, speeches and community relations programmes.

Feedback

The effectiveness of the efforts and actions are measured by means of feedback from the same components as in the research and analysis stage, namely: the public, media reporting and editorial comment and analysis of trend data.

Programme assessment and adjustment

The cycle is repeated after the programme assessment to solve and adjust related aspects of the problem that may require additional decision making and action.

PR play two distinct roles in the cyclic process and therefore serve as a ‘middle ground’ or ‘linkage agent’. First PR interact directly with external sources of information, including the public and media, and relay these inputs to management along with recommendations. In its second role PR becomes the vehicle through which management reaches the public with assorted messages.

In the cyclic process the focus is again on the PR practitioner as the linking agent who acts to transfer information between two systems.
**The RAISE formula**

The RAISE formula stands for **Research, Adaptation, Implementation of Strategy and Evaluation**. This approach for practicing PR is accepted by the Public Relations Institute of Southern Africa (PRISA) and entails the following (Angelopulo 1997:91)

**Research**

This step includes the process of discovering facts to confirm the **issue**, **situation** or **problem**. An organization might have and making use of verifiable methodology to research the **issue**, **situation** or **problem**. The **issue**, **situation** or **problem** is then **identified** and **formulated** as a statement.

**Adaptation**

The organization should adapt to the identified problem by subdividing the problem into measurable objectives. In this way a distinction is made between various publics by prioritizing them. This step involves **research** and **brainstorming** to find **possible solutions** and determining the resources and limitations of the campaign in terms of practicalities such as **money**, **time** and **people**. In this step a system of liaison with management is developed.

**Implementation of strategy**

Once solutions are found to the problems investigated in the adaptation phase, a strategy should be selected according to the needs of the publics that the organization should address. The objectives and the relevant publics should dictate the strategy on the basis of the research findings. A communication plan must be designed for communication with the organizations internal (employees) and external publics (clients, media government etc). Implementation dates should be worked out for the solution and the communication plan and a budget should be drawn up.

**Evaluation**

This step involves measuring how successful the campaign has been in terms of its objectives. The question that should be asked is “Did the suggested solutions solve the problems that were identified?”

When comparing, the RACE formula with the RAISE formula and the CYCLIC approach, we see that the RAISE formula gives priority to the publics of the organisation rather than the skills of the PR practitioner.
The interactive approach

Another approach that focuses on the predispositions and needs of the target public is the interactive approach to public relations. A second very important feature of this approach is that it regards meaning, that is the meaning of the message and actions, as a product of interaction between the communicator and audience which is mediated and created by both. The interactive approach emphasizes the importance of interaction between the communicator, the communication planner and the target audiences in the development and implementation of a PR campaign. In addition it stresses that the target audience’s aims, needs and predispositions should determine the nature of the campaign and will largely determine its success.

The interactive approach ensures that the PR campaign

- Is aligned with one or more of the communicators objectives
- Ascertains the target audience’s needs or wants
- Aligns the communicator’s objectives with the target audience’s needs
- Supplies the message that will lead to the satisfaction of the audience’s needs and wants
- Maintains or achieves the positive predisposition of the target audience and important publics
- Achieves the communication objective set for it.

The interactive approach to PR involves four phases: assessment, creation, implementation and evaluation (Rensburg & Angelopulo 1996:52).

Assessment

This is the phase in which all relevant information is gathered and the conditions in which the PR campaign will be launched are identified. The assessment phase begins with extensive research into every aspect of the background to the campaign.

In this phase it is also important to state what is to be achieved by the campaign and the reasons for implementation. The problem at hand is sub-divided into measurable objectives for which solutions are sought. However, even if the campaign objectives are not clearly established at the outset, the campaign topic and the objectives for the campaign will be redefined and adjusted as the campaign progresses because greater clarity and focus will result from the research and planning of the first two phases. This phase also looks into who the communicator, the communication planner and the target audience are. A situation analysis is also made of the situation in which the campaign is to take place, for example the social, political and economic environment and possible competitors.
Create
This is the phase in which the campaign is created. The conditions and objectives of the communication campaign are identified in the assessment document. The information gathered in the assessment is used to shape the concrete campaign plan. This information is reviewed and everything that is relevant is incorporated into the creation of the campaign.

**Steps in the creation of a successful campaign:** including stating the problem or opportunity defining the **problems**, strengths, weaknesses and opportunities of the product, service or idea, describing the **audience**, describing the **product**, service or idea, describing the **position** of the product, service or idea among the audience, defining the **needs**, problems and motivations of the **target audience**, describing the **competition** and the **environment**, establishing the **campaign topic**, creating the communication **message**, and finally allocating the **resources** and **tasks**.

Implementation

Implementation follows the creation phase of the campaign. The campaign is delivered to the audience at the planned time through the selected media. The campaign should ideally run according to plan decided on in the creation phase. Particular attention should be paid to delivering the campaign on time and maintaining it for the period necessary to ensure that the campaign’s message reaches the target audience effectively.

Evaluation

In this phase, it is established whether the objectives have been attained whether any corrective action is necessary and what actions should be taken following the completion of the campaign.

In this approach the focus is both on the organizations publics and the skills of the PR practitioner. There is also constant evaluation of steps taken and information considered for the campaign before the implementation phase.

**PR Techniques**

It is incumbent for the PR practitioners to be knowledgeable of and be trained in a wide range of PR techniques. The following are some of the techniques and for a more detail one please refer to your **Hand book for PR page 8**.
• **Media relations:** one of the most important responsibilities for practitioners. The following steps provide a successful media strategy:

  o Research all available media;
  o Identifying key media contacts;
  o Briefing these contacts and providing them with detailed information;
  o Arranging interviews and visits
  o Writing special articles and features;
  o Encouraging debates on issues of importance.

• **Publications:** is the next most important responsibility which deals with employee publications, house journal or newsletters to staff, management letters or memos, employee handbooks, manuals and annual reports, including employee summary.

• **Corporate image:** is the net result of the interaction of all experiences, impressions, beliefs, feelings and knowledge people have about the company. Everything the company engages or owns contributes towards its image for example its products, services, its letterheads, brochures, factories, office and trucks. The way it treats its employees, its recruitment policies— all of this either adds or detracts from the company’s image. The management of the company’s image lies on the PR practitioners’ responsibility.

• **Corporate advertising:** is used in a PR context especially when the organizations are not satisfied with what is being said in editorial sections of the media, when they feel that their publics do not understand issues or are simply apathetic, or when they are trying to add their voices to a cause. The final analysis, however, organizations turn to advertising when they want control over message content, placement, and timing.

• **Sponsorship:** many companies spend vast amounts of money in a lucrative sponsorship market. The bulk of it is spent on the broad sporting arena, although increasingly companies are investing in the arts and the culture fields.

• **Promotional activities:** this is a high profile and is media sensitive. PR practitioners devote vast amounts of time. This deals with various promotional activities such as conferences and teleconferences to planning exhibitions, preparing audiovisual material, direct mail and special events. Each calls for specialized skills. This will also require working with other professionals in the marketing, advertising, and designing fields.

• **Issues Management:** this has a huge impact on a company’s operations, policies and future direction, and thus needs very careful monitoring. It is regarded as proactive process of anticipating, identifying, evaluating, and responding to public policy issues that affect organisations and their publics’.

• **Lobbying:** this is a more specialized part of PR. Lobbyist at all levels of government must understand legislative process, know how government functions and to be acquainted with
individual law-makers and officials. This activity is becoming increasing more and more important for organisations.

- **Networking:** Identifying and developing networks of influential people in the various power structures to influence their behaviour, practitioners need to take into account the new concept of networking. It is in community affairs specifically that networking becomes all-important. Networks are groups of people with different backgrounds who can tackle a problem from their different vantage points. Most networks are formed to provide solutions to perhaps a problem in a community. PR practitioners are often at the hub of these networks. Identifying influential people is the starting point in community relations. One of their key responsibilities is to point out specific messages to influential people in a given area.

**Ethics PR Practitioner**

The role of a PRO is continuously evolving and it is important that the PR officer operates ethically and therefore the code of ethics for the PR officer serves as a guide. Integrity is non-negotiable and it is the fibre for making a PR practitioner to become effective in his or her function. Ethics apply specifically to the way PR and communications practitioners behave. Please refer to your text book pages 13 to 15 for the code of ethics and professional standards for the practice of PR and communication management by PRISA.

**Global Protocol on Ethics in PR**

The following ethics has being adopted:

- **Declaration of principles:** this is based on professional principles of fundamental value and dignity of the individual. This organization believes and supports the free exercise of human rights, especially freedom of speech, freedom of assembly, and freedom of media, which are essential to the practice of good public relations. The Global Protocol focuses on serving the interests of clients and employees. They dedicate themselves towards better goals of better communication, understanding, and cooperation among the diverse individuals, groups and institutions of society. Their pledge is as follows:

  o Conduct ourselves professionally, with integrity, truth, accuracy, fairness, and responsibility to our clients, our client publics, and to an informed society;

  o Improve our individual competence and advance the knowledge and proficiency of the profession through continuing education, research and where available through the pursuit of professional accreditation;

  o Adhere to the principles of the Code of Professional Standards for the Practice of Public Relations.
Code of Professional Standards

In the Handbook of PR book page 16 the following standards are listed. Read through and briefly summarize each one in your own words:

- Advocacy
- Honesty
- Integrity
- Expertise
- Loyalty

Code of Practice

All member associations and individual members within the organization that is party to the Code of Professional standards are to:

- Acknowledge that there is an obligation to protect and enhance the profession;
- Keep informed and educate about practices in the profession that ensure ethical conduct;
- Actively pursue personal professional development;
- Accurately define what PR activities can and cannot accomplish;
- Counsel its individual members in proper ethical decision making in general, and on a case specific basis;
- Require that individual members observe the ethical recommendations and behavioural requirements of the Code.

This protocol is not mandatory; all national associations seeking membership of the Alliance are required to endorse the Protocol upon entry and to adjust their national codes to confirm to the Global Alliance standards within five years. PRISA has already modified its code to comply with the new Protocol.

It is important to remember that adopting the professional association’s code of ethics does not automatically imply that all the practitioners will act in a moral and ethical manner. Code of ethics is important in that they reflect a concern and a willingness to raise ethical levels and serve as a benchmark of conduct.

Activity

1. Briefly explain the historic view of public relations?
   ………………………………………………………………………………………
   ………………………………………………………………………………………

2. What is the role of PRISA?
   ………………………………………………………………………………………
   ………………………………………………………………………………………

3. Explain the nature of public relations?
   ………………………………………………………………………………………
   ………………………………………………………………………………………
What is PR Research?
Research is important and thus it is the key to a successful PR programme. Research assists in gathering information and data. Traditionally the word research was simply defined as diligent and systematic enquiry or investigates into a subject. This process helps to identify the target audiences.

PR research usually consists of investigating three aspects of overall PR procedure: (please refer to your Hand book for PR page 31 to 35 and review these aspects).

- Client or organizations requiring the research;
- Opportunity or problem to be addressed;
- Audience (publics) to be targeted.

General purposes of research:

- Reporting:
- Description:
- Explanation:
- Prediction:

Reasons for PR research

- **Increasing fragmentation of audiences:** The information gained through this process provides the PR practitioner to better understanding his or her audience, in the following: Their attitudes, hopes, fears, preferences, concerns and frustrations. This understanding will assist the PR practitioner to formulate messages that will appeal specifically and effectively to reach them.

- **Increasing isolation of management from the public:** this deals with the increase between isolation of personal contact between Top Management and the public. Top management and specialized professionals tend to associate among themselves. Systematic and periodic research about customers and clients can help bridge the gap and provide executives with vital feedback.

- **Saving time, effort and money:** research can prevent organizations from wastage in solving problems that don’t exist. Many organizations bombard the media with information of personnel changes or sophisticated new technology in which the general public is not in the least interested. Systematic monitoring of materials and their use of expensive brochures and distribution costs.
• **Information for planning:** research provides facts for the planning of a PR programme. Research provides objective information on opinions and attitudes toward the organization on which publics need special attention, emphasis on and on what media messages are most likely to be successful.

• **Generation of publicity:** research can generate publicity through dissemination of results. A well executed research study and carefully formulated reports of its major findings. This can position a company favourably in the market place.

The use of research for planning, monitoring and evaluation

• **Planning:** the main stages of the planning phase of research are issues forecasting, learning about publics, planning media use, and considering possible outcomes. Issue forecasting is the research part of issue management and environmental scanning. In issues forecasting an organization uses information collected to determine how it and its publics might react to future events, trend or controversy. This thereafter deals with two main tasks involved in exploring publics which consist of: prioritizing publics by issues and interpreting the behaviour of publics.

• **Monitoring:** Monitoring a PR operation requires a specific check on results, opposed to general monitoring a public opinion, which goes on with issue management. This process can be as simple as checking the broadcast to ensuring that the advertising is running in the correct time slots purchased or perusing a magazine to ensure that the advertisement really appears.

• **Final evaluation:** The stage allows the PR practitioner to a final evaluation of each objective and to measure how much was achieved.

It is important to check PR efforts on each public if possible.

**Types of research**

**Informal research:** this type is conducted without generally agreed-to rules and procedures that would enable someone else to replicate the same study.

**Formal research:** this process can be divided into two categories:

  o **Qualitative research:** includes historical and legal research, in-depth interviews, focus groups, and panels. This category is descriptive and informative but not measurable.
Quantitative research: this type can be conducted in the laboratory or in the field. It may include content analysis and survey analysis. Quantitative research results in a mathematical analysis because it produces measurable results.

Research Methods (please refer to your Hand book for PR page 33 to 34).

- Individual Questionnaires
- Group questionnaires
- Postal questionnaires
- Telephone questionnaires
- Competitions
- Focus groups
- Individual interviews
- Content analysis
- Informal discussions
- Observations

Research Brief
A research brief is drawn up by the research user or marketer. This provides a clear communication on the description of perceived problem to the researcher. This process will assist in drafting the research proposal. The following are found in the research brief:

- Background
- Objectives of the research
- Action standards
- Target market
- Timing
- Budget
- Reporting requirements

Research proposal
The proposal is drawn by the researcher and it is based on the research brief received from a prospective client. Once the proposal is accepted by the client, the proposal will thereafter serve as an agreement between researcher and client. The following are found in the research proposal:

- Background
- Definition of problem or information required
- Research objectives
- Research design
Sampling design
Methods of data collection
Questionnaire design
Costing and timing
Special needs
Resources of the firm

Below is a sample questionnaire:

The 2010 FIFA Soccer World Cup

Please indicate your answer by using a X

1. Do you think that SA is ready to host this event? YES  NO
2. Do you think that this event will benefit all South Africans? YES  NO
3. Do you think that the current crime rate will discourage tourists? YES  NO
4. Do you think that the new stadiums will be properly used after 2010? YES  NO
5. Do you think that there will be an increase of tourism after 2010? YES  NO
6. Do you think that HIV/AIDS will increase? YES  NO

PR & Marketing

According to Skinner et al. (2007:43) marketers and PR practitioners are communicators. The commonality between these two extend to deal with organizational relationships which has similar processes, techniques and strategies. The two must function separately by mission and goal. PR are tasked by the goal of attaining and maintaining an accord with social groups of which the organization relies on achieving its mission. Marketing on the other hand has the goal to attract and satisfy customers on a sustained basis to achieve the organization’s economic objectives (Skinner et al. 2007:43).

Skinner et al. (2007:43) state that product creation for the specific market segment is a basic to marketing function. It is basic since it relies on market research to identify consumer needs. PR techniques are utilized to explain the marketer's problems, to relate the story of product complexity and of market pressures. Skinner et al. (2007) continue to state that it also reveals how the consumer benefits from product improvements, research and ardent competition.
Prime facets of marketing

The prime facets of marketing is made up of research, merchandising, advertising, sales promotion. Refer to page 44/45 of Handbook of PR and review the six facets of marketing.

The role of PR

Marketing and PR are the major exterior functions of a company. These two functions compliment each other if you refer to the diagram on Market Mix on page 46 of Handbook of Public Relations. PR must be a part of the campaign from the onset. There must be a constant liaison between PR and marketing this is a prerequisite for co-ordinated, planned activity in sustaining the company and product identity, positioning and image. PR are essential and are important because it adds value in each stage.

Market attitude and product publicity

In building publicity, launching a product can be done through advertising, including direct mail, promotions and etc. Combining PR in a co-ordinated exercise to ensure the desire impact and thereafter maintaining the publicity momentum. PR can also use an advertising tease campaign as a hint to stimulate publicity.

Segmentation, positioning and the market mix

According to Doyle (2002:62) the market consist of consumers and these consumers can be the segment of the market and targeting one or more of these segments require specialized offerings. A market segment is a customer group within a market that has special characteristics which are significant for marketing strategy. Perreault, Jr and McCarthy (1996:94) state that good segments meet the following criteria:

- **Homogeneous (similar) within** – the customers in a market segment should be as similar as possible with respect to their likely responses to marketing mix variables and their segmenting dimensions.

- **Heterogeneous (different) between** – the customers in different segments should be as different as possible with respect to their likely responses to marketing mix variables and their segmenting dimensions.

- **Substantial** - the segment should be big enough to be profitable. It must be feasible.

- **Operational** – the segmenting dimensions should be useful for identifying customers and deciding on marketing mix variables.
• Marketing communication

This area is or can become very expensive for marketing people. The cost of advertising is continually increasing and these advertisements reach the same target audience as the previous years by the use of the same media.

Refer to pages 48 to 50 of Handbook of PR and briefly summarize the following:

- Product launches
- Sport sponsorships
- Packaging, presentation, and product utility
- Customer education
- The non-advertised position
- Relations between dealers and distributors
- Customer complaints
- Employee attitude
- Positioning

• Integrated marketing communication

The practice of integrated marketing communication is emerging as one of the most valuable tools companies can use to gain a competitive advantage. Advertising, sales promotion, direct marketing, and PR practitioners are finding common ground to meet the future challenges of selling to individual customers rather than marketers. The following lists what a successful marketing communication model requires:

- Building a database of information on both customers and prospects. What are their demographics, psychographics, and purchase history with you? Are they loyal users of your brand?
- Formulating a contact management policy. This will be communicated about the product or service and the conditions under which the communication will be delivered.
- Developing a communication strategy. This involves in deciding how the message will be delivered, given the context (contact management) in which it will appear.
- Setting marketing objects. These vary between brand-loyal customers and competitive users, but each can be measured and quantified.
- Selecting the various techniques to achieve the established marketing and communication objectives. These include direct marketing, advertising, sales promotion, public relations, and sponsorships.
The internet has changed the way marketing is conducted and it has also changed the face of PR. This technology no doubt provides limitless opportunities such as removing geographical boundaries to provide us the global village. The following are the most commonly used, please refer to page 51-56 and what their roles are:

- The World Wide Web (www)
- Electronic mail (e-mail)
- Newsgroups

Activity:

1. Briefly explain PR research is?

2. What are the reasons for PR research?

3. Explain the different types of research?
Advertising, Selling & Programme Planning

PR and Advertising

Advertising plays an important part in the retailer’s campaign to inform the public of the events, promotions and the various ranges of products that it carries. Advertising can only go as far as it can and its success will also depend on the retailer’s relationship with the consumer. The retailer’s corporate image also contributes to make an advertising campaign a success. According to Skinner et al. (2007:264) advertising cannot do the whole job. The corporate image also affects the company’s operations and how the company’s appearance of its buildings and other assets are. Corporate image is the impression created by your appearance, what you communicate and how you function. Corporate image is a visual system controlling your outlook, (Skinner et al. 2007).

Mann (2008:15) states that emotions are the way our brain encode things of value, and how a brand that engages us emotionally. Perreault, Jr and McCarthy (1996:421) state that advertising is the main form of mass selling and is any paid form of non-personal presentation of ideas, goods, or services by an identified sponsor. Advertising includes the use of media as magazines, newspapers, radio, television, signs and direct mail (Perreault, Jr and McCarthy 1996).

What is advertising?

Kotler in Mersham and Skinner (2001:90) states advertising is referred to as any paid, non-personal presentation and promotion of ideas, goods or services by an identified sponsor. Advertising can be simply defined as a persuasive message that requires payment for the space it requires within the chosen medium (Mersham and Skinner 2001).

Advertising is conducted to reach as many people as possible. Mersham and Skinner (2001:90) state that historically much of advertisements were conducted through a mass communication media. According to Mersham and Skinner (2001) the advertisement is regarded as the message and through a mass medium such as newspapers, radio or television.

According to Perreault, Jr and McCarthy (1996:421-422) sales promotion refers to promotion activities. Many assume that promotional monies are spent primarily on advertising. Advertisements that are in magazines and newspapers and on television are impressive and very costly. It must be noted that special sales promotion coupons, sweepstakes, trade shows, sporting events sponsored by firms add up to even more expense (Perreault, Jr and McCarthy 1996).
PR and advertising are often confused in the public’s mind, but they are essentially two different disciplines. PR establish mutual understanding and good relationships with all the organization’s target publics and it’s aimed towards long term. In your prescribed book pages 57/58 you will find two diagrams illustrating the advertising process. Make sure that you formularize your self with it.

According to Perreault, Jr and McCarthy (1996:476) advertising contacts vary in cost and results. This means marketing managers and advertising managers who work with them have strategic decisions to make. They further state that they must decide on the following:

- Who their target audience is,
- What kind of advertising to use,
- How to reach customers (via which types of media) 
- What to say to them (the copy thrust),
- Who will do the work - the firm’s own advertising department’s or outside agencies?

- Advertising agency

Most PR practitioners and marketers engage an advertising agency in their launch of products and promotional programmes etc. in pages 59 to 60 explains the various operations that make up an advertising agency. In your own words summarize the following:

- Account management
- Creative department
- Media department
- Production department
- Other specialist departments

- Advertising objectives are a strategy decision

Perreault, Jr and McCarthy (1996:479-480) state that every advert and advertising campaign should have clearly defined objectives. This should be derived from the company’s overall marketing strategy. Advertising objectives should be specific than personal selling objectives. Personal selling allows the salespeople an advantage whereby s/he can shift their presentations to meet customers’ needs. Each advert, however, is a specific communication.

Perreault, Jr and McCarthy (1996:480) point out the following:

- Help introduce new products to specific target marketers.
- Help position the firm’s brand or market mix by informing and persuading target customers or middlemen about its benefits.
- Help obtain desirable outlets and tell customers where they can buy a product.
- Provide ongoing contact with target customers- even when a salesperson isn’t available
Prepare the way for salespeople by presenting the company’s name and the merits of its products.
- Getting immediate buying action.
- Help to maintain relationships with satisfied customers and confirm their purchase decisions.

The basic PR and selling

Most often management does not consider PR as aid to the sales team and usually is consulted at the end of the promotion but with recent developments of the developments such as teamwork as brought the PR practitioner/office as full team member. It is important to note that a salesperson who is motivated and believes in the product sells it far better than one who is not. The misconception is that people often assume that the PR practitioner’s role in marketing simply involves thinking up of clever and unusual ways of attracting media attention. PR have a distinct function which has to do with presenting a company and its products before a variety of experts whose opinions are considered authoritative and relatively objective by the public. The diagram in page 66 provides a step-by-step selling process after reading this see if you could identify this process in operation or alternatively you could create a simulation with your class mates and observer the outcome.

Salespeople are communicators who build relationships. A promotion is communicating with potential customers.

Consumer-orientated planning

According to Skinner et al. (2007:67) good consumer-orientated planning involves mentally placing yourself in your prospect’s position and viewing the proposition as it would appear from his or her perspective. They further comment on the AIDA principle they also state that can be expanded in numerous ways, depending on experience, type of product and the specific industry. The AIDA principle coupled with careful advance planning can increase your chances of success. Refer to your copy of the prescribed book on page 67 and review the following:

- Attention
- Interest
- Desire
- Action
PR & Selling

Product knowledge: this is a vital area in any business, you must feel, dress, talk and act the part of someone who knows his or her own business. Your information must be current, in depth, detailed and truthful knowledge of both the pros and cons of your product or service, market trends, etc. It will also be requested from you to provide back-up information and advice.

Prospecting: Selling, to be an art, must involve a genuine interest in the other person's needs. Otherwise it is only a subtle, civilized way of pointing a gun and forcing one into a temporary surrender. This requires that one must not only know the product but also know the client. This information can be gleaned from various sources, depending on the area of concern. Some of the areas where you could get such information are: friends, acquaintances, personal introductions, statistical data, financial reports, competitions, employers and other commodity suppliers. Obtaining such information will enhance you to create a strong customer base.

Approach: it is important to note that a sale can only be concluded if the prospect's interest is finalized by a signature on the dotted line. Your approach must be that you will only present your sales pitch until your prospect shows his or her interest.

Establishing needs: it is said that a prospect's mind is like a parachute it will not work unless it opens. The mind of your prospect must also be open and asking questions that are phrased to incorporate the following: what, where, when, to what extent. Answers from this type of questions will provide you clear picture of the factors that may affect a decision.

Presentation: It is important that a sales presentation it is important to strive for strength and not length. Therefore it is important to allow your prospect to do 50 percent of the speaking which will allow you to do 50 percent of listening and thinking. The following structure will assist you in your presentation:

- Work out a list of the selling points;
- Arrange these in logical order;
- Select examples, statistics and testimonials to support your case;
- Speak the clients language;
- Always remember: the salesperson who knows when to say nothing shows a fine common when to say nothing shows a fine command of language.
**Persuasion:** once you have established that the client can afford the product or service, you should persuade him or her of the need by appealing to the emotions and not to the brain. In order for you to make the prospect to want what you are offering, you must determine the buying motive. The following steps:

- Point out the prospect’s lack of, or want or need for, the article being sold;
- Tell the prospect how the product or service will satisfy such want or needs;
- Paint a word picture of the satisfaction or gratification that will result from buying the article.

Your attitude will determine your success; therefore your approach must be positive.

**Task:** refer to pages 68-69 and review how to:

- **Deal with objections:**
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………

- **Follow through**
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………

- **Customer Service**
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
  - ……………………………………………………………………………………………
THE BASIC PR PROGRAMME/ CAMPAIGNS

The market place requires various PR inputs and planning of a programme. The following reasons are noted by Skinner et al. (2007:106):

- To set targets for PR operations against which results can be assessed;
- To estimate the working hours and other costs involved.
- To select priorities which will control the number and the timing of different operations in the programme;
- To decide the feasibility of carrying out the declared objectives according to availability of sufficient staff of the right calibre; physical equipment such as office machines, cameras, or vehicles; an adequate budget.

It is important to note that a PR programme is the blue print for which the PR team operates. This also assists management to evaluate its performance. The traditional PR programme consists of seven important elements:

- Define the situation (situation analysis);
- Setting the objects;
- Determining the target audience;
- Developing the message;
- Activities – strategy, and action plans (with timing and responsibility);
- Budget;
- Review and evaluation
Please look at the diagram below and familiarize yourself with the running a PR programme.

Define the situation
- research
- opinion
- surveys
- formal and informal

Set specific objectives

Determine target audience

Internal public
- management
- employees
- pensioners

External public
- general public
- customers
- shareholders
- government
- suppliers
- dealers
- media
- local

Demographic analysis (gender, age, race, occupation, income, etc)
- students
- executives
- housewives
- bankers
- professionals
- investors
- welfare groups
- service groups

Develop the message

Define the activities
- news releases
- exhibitions
- sponsorship
- plant tours
- meetings
- functions
- community
- Programmes
- brochures
- educational
- Programmes
- speeches
- audiovisuals
- corporate
- Advertising
- promotions
- annual report
- staff newsletter
- employee report
- house journal

Establish a budget

Source: Skinner et al. (2007:107)
**Defining the situation:** it is vital to review the current situation before embarking on a plan. This will require that PR must proceed with a proper analysis of how an organization is perceived by its clients, shareholders, employers, and the community as a whole. The following sets will assist one in the formulating a PR programme:

- Overcoming a negative perception of an organization e.g. resistance from the public based on a products price and quality or employees believe their company lacks concern for their wellbeing/interest.

- Conducting a specific one-off project, e.g. introducing a new project, or obtaining share-holders’ approval for a purchase.

- Developing and expanding a continuing programme, e.g. maintaining a community’s awareness of it and confidence in on organization’s social responsibility programme.

**Setting objectives:** there are two areas to be considered in this regard for the PR practitioner would want to achieve. These areas are informational objectives and motivational objectives.

- Objectives that inform are less ambitious, and are often typified by phrases such as ‘create an awareness of…’ etc.

- Objectives that motivate are more ambitious and impressive, but also more difficult to achieve and usually contain phrases such as ‘increase the sales of…’ etc.

Your aim should be where you are able to write the most precise and result-oriented objectives possible for the company which are:

- Realistic;
- Credible;
- Measurable;
- Compatible.

**Target audience:** in PR in order for its objective to be achieved will deal with influencing someone either take action or not to take action. This action will directly affect the company. The person or persons that are to be influence become your target audience. Non-specific terms, such as government, the press, the buying community, the population etc, are regarded as insufficient descriptions.

Therefore the audience should be identified individually by name, but it is not always possible.

**Message:** this deals with what is communicated to the target audience. It also possible that there may be more than one target audience and the message communicated must be specific to each one. Messages are often designed by the marketing, advertising, and PR team in order to convey the group message. A good example will be Standard Bank who changed their brand essence and pay-off line to align with the groups vision of which is to be committed to ‘making a difference’ in the societies in which
it operates. The ‘Simpler, Better, Faster’ served us extremely well for many years this was a strong slogan and since the environment of customers are changing it for this reason that Standard Bank also evolves.

Today Standard Bank uses the following: ‘Inspired, Motivated, Involved’ – which encapsulates the essence of what they are and what they would like to be for customers, their people and their stakeholders. There are various successful campaigns similar to Standard Bank.

**Activities:** this refers to the tools of communication which is used to transmit the appropriate message to the target audience. Some of these activities range from personal, individual contact to massive advertising or press relations programmes. They also include the following:

- Plant tours.
- Scientific Symposia
- Public speaking engagements
- Authoritative briefs submitted to government agencies and committees
- Individual letters to persons or groups,
- Media releases,
- Press conferences,
- Radio interviews
- House journals.

These activities are designed for both highly educated and also for illiterate people. Please read further information on [page 109](#).

**Budgeting:** to determine a budget for a PR programme is not a straight forward one. There are two basic considerations when it comes to planning a budget:

- The activities planned for specific PR programmes.
- The costs involved in executing the activities include in the programme.

When examining cost that is likely to be incurred in these two areas, one must accept the concept of ‘zero-based budget’ (ZBB).

Key decision units- these are the lowest level at which a decision or series of similar decisions is taken in order to achieve the objective, or the minimum likely cost of achieving a particular objective. The next step is for each decision unit to be identified as a cost centre. The PR practitioner usually has little control over cost centres, such as printing, photography, hiring of facilities and catering. Activities involving these cost centres are therefore very liable to ZBB.
Developed by GM Naidoo (CPRP)

Cost of implementing the activities.

In implementing activities one must include administrative costs and overheads.

**Administrative costs include:**

1. Salaries and fringe benefits of PR practitioners,
2. Secretarial
3. Clerical staff
4. Travel
5. Entertainment,
6. Membership of professional associations,
7. Training and seminars.
8. Motor vehicles

**Administrative overheads:**

- Office space
- Office equipment
- Lighting
- Heating
- Air-conditioning
- Telephones
- Postage
- Insurance
- Taxes
- Subscription to magazines and newspapers

After determining the total administrative costs and the proportion of administrative costs and the proportion of the administrative overheads, you are in a position to estimate the expense likely to be incurred by each cost centre (in this instance the person responsible for carrying out the activity or series of activities.

On page 110 & 111 of your text you find an example of a corporate budget structure, please review the various categories that make up such a budget. Also play close attention to what is included in this budget. Also see the section on budgeting.

**Activity:**

Case study- please refer to pages 113 to 117 and review the Nelson Mandela Children's Fund Operation.

1. When was this foundation established?
2. What is the foundations advocacy?
3. What are the foundations values?
4. The foundation as four areas of operation, list them and choose one operation and develop a communication strategy to create publicity for the foundation.
PR & Media

The mass media: print media

South Africa’s media is a highly complex industry which consists of six local television stations, 23 radio stations, 200 newspapers and 300 consumer magazines, together with over 500 trades, technical and professional journals and directories. High consumer spending has coincided with strong circulations in newspapers, particularly tabloids and free sheets. The mass media: print media consist of the following:

- Newspapers
- Magazines
- Media organizations
- News agencies

Characteristics of the press

Jefkins (1986) state advantages of the press as a PR communications medium are the following:

- It can provide information in greater depth than can transient broadcasting media.
- It can be read anywhere, about the home or office, while travelling, walking out of doors, over a meal – at times and in places where electronic media may be inconvenient or unavailable. The press is a portable medium which can be taken almost anywhere.
- Newspapers, and particularly magazines, often have an extended life because they are kept in binders or reference files.
- Items can be cut out and retained, either personally or by libraries which are maintained in files on many subjects.

The press however also as certain disadvantages as a public relations, communications medium, including the following:

- The time frame for printing a daily newspaper, turnaround time sometimes as short as two to the three hours, can lead to error.
- The rapid turnover of a daily newspaper means that newspapers, particularly, have relatively short lives.
- Sometimes false claims are made by publications of large circulation and readership figures. The Audit Bureau of Circulations (ABC), however, guarantees audited figures.
- There could be some bias or selectiveness in news reporting. Bias may derive from political, religious, ethnic influence.
Auditing of the press

Newspapers and magazines of the major publishing groups belong to the Audit Bureau of Circulations of South Africa (ABC), which is in turn a member of the International Federation of Audit Bureau of Circulations. The major objectives of the ABC are:

- To secure accurate circulation figures and data relating to all member periodicals and media that sell advertising space.
- To set standard forms and methods for ascertaining the circulation figures of such media.
- To record such information and to circulate it to establish a clearing house for information with regard to such media and to circulate it for the benefit of members of the ABC.
- To collect and distribute among its members information relating to all forms and methods of advertising.

ABC figures are important in that because they are used in the calculation of advertising rates and in the drawing up of advertising, public relations, and media strategies.

Press guidelines

It is important to understand the operations of the press, it is important to contact the right section of the newspaper with news stories or press releases. Please review the organizational chart on page 125.

- Identify the right contact
- Intended result is a story
- What is the story
- Interview
- Never contact the editorial staff about your story (it is up to the editor or the chief sub-editor).
- Deadlines are crucial.

On page 126 of your textbook please familiarize yourself with newspaper operations. You will notice that it is quite an involved process that is inter-linked to ensure a successful publication.

Press Kits

This is a valuable tool which will assist in providing information about the company or organization. Pages 127 to 129 of your text book provides a detailed information about press kits. This section is important and you must review and understand what makes a press kit. The news release or press release is part of the press kit.
The News Release or Press Release

When writing a release remember the **five Ws** – who is the story about, what happened, when and where did it occur, and why? Some writers include a sixth ‘w’ – what were the consequences?

A good release, which will answer these questions, should also be:

- Composed in the manner used by journalists, namely manuscript style with indented paragraphs, omitting full points from initials, i.e. CIPR, not C.I.P.R. and avoiding indiscriminate capital letters, e.g. Managing Director instead of managing director
- Appropriate to the media to which it is sent
- Issued to targeted journalists, in time to be considered as a news story, which requires a carefully compiled media circulation list based on the knowledge of what stories journalists regularly use

As a rule, **write to express, not to impress**, like a journalist would, keeping it factual and use the third person.

Press stories are written in a certain way so a good release should do likewise. Properly written it may appear unchanged, often with a journalist's by-line. By reading papers you'll see that the news appears in the first few words; the opening paragraph summarises the story.

In other words, if only the first paragraph was used, it would tell the story in a nutshell. The reasons for this are simple - readers scan papers or listen only to the opening lines of a broadcast story. Papers are not read word for word, so the first paragraph should make the greatest impact. It has to be the strongest part of the release in information terms.

**Seven-point SOLAADS formula**

Frank Jefkins devised a seven-point news release formula giving the essential data to be included and the required layout.

1. Subject - what is the story about?
2. Organisation - what is the name of the organisation?
3. Location - where is the organisation located?
4. Advantages - what is new, special or beneficial about it?
5. Applications – how can the product or service be used?
6. Details - what are the sizes, colours, prices or other details?
7. **Source** - this is different from location, e.g. location might be where the work is done; source will be the head office address.

The formula provides an order for the information, giving a checklist of the data required before writing the release; it indicates the sequence of the information and allows the writer to see whether he/she has omitted any vital details.

The first thing seen is the headline, which should give a summary of the contents of the release. Obviously it should say what the story is about in simple terms. It should identify the story.

A snappy headline might attract a journalist's attention, but the chances are a sub-editor will write a different one.

The next fundamental point is to keep the release short and simple, using short sentences and short words. There is a less chance of it being cut and it's more in keeping with journalistic style.

Convey the message as simply and as directly as possible. Use verbs rather than adjectives - they make a story stronger.

Add a quote if you can but only if the person making it adds weight to the story or has something important to say. Not all stories need them, sometimes they state the obvious, but usually they add a human touch. Sometimes a quote can add credibility, like an endorsement.

Consider whether or not to add an embargo - a request not to print a story before a stipulated date and time. An editor is not legally obliged to obey an embargo, so only use one when it's absolutely necessary and when it is one that can be respected, say because of Stock Exchange rules, or an international time difference.

Occasionally a journalist will be given an advance copy of a speech or report with the proviso that the details cannot be used until an agreed time. This gives the reporter time to write up the article in a particular way, perhaps giving a stronger weighting to the piece than might otherwise have not been possible - important if you want a story carried directly after a specific event. Such embargoes rely for their successful use on the relationship the PRO has with the individual journalist.
Journalists ignore the following embargoes. There is no point in stating that a release is ‘for immediate use’ when there is no embargo.

Always give a contact for more information.

If there are facts that are not really part of the story (background material), then supply them as an editor’s note.

Try not to use the same release (known as an omnibus release) for all media, even if this is tempting! By giving slightly different versions for different publications the story has a better chance of being used.

Well-presented and tailored releases show that the PR practitioner is a professional who understands what is wanted. This is an elementary aspect of media relations, a part of servicing journalistic requirements.

Having written the story, consider its presentation. The principle of simplicity holds true for presentation as well as for writing.

The next important stage is distribution. While media mailing lists should of course be kept up-to-date, a specific circulation list should be agreed on and, if possible, the mailing should be prepared before the release is ready. Always allow time for amending and re-writing.

Make sure the release reaches the right person at the right time. Use post, courier, fax, or nowadays email to reach the targeted journalists. Though you can never guarantee coverage if you’ve follow these guidelines you will ensure the highest chances of success.

In summary, here are a few pointers on producing successful news releases, most of which we have touched on:

- Keep it to one side of a A4
- Avoid unnecessary phrases, jargon and superlatives
- Leave room for the sub-editor to make a comment
- Use email distribution
- Add a date; it allows the news editor to know the piece is still relevant
- Use an eye-catching headline to attract attention
- Limit paragraphs to 3 sentences; state the main facts in the first
- Include appropriate and attributed quotes
- Accuracy is paramount
- Add a brief concluding statement if the organisation is not well known
- Include contact names and numbers – this is essential
- Produce variations of the same release for different media
• Include a photograph and brochures/reports (as appropriate)
• Finish the release with 'ends' to avoid confusion

The next page has a sample press release
News Release

Oscar Queen Comes To Zululand

South Africa’s Oscar queen Charlize Theron and top Hollywood film director Steven Spielberg will be the guests of honour at a glittering Richards Bay function this October to launch the opening of a Zululand Film Office.

Talking Pictures Productions is establishing the film office with the support of the Zululand Chamber of Business in a major drive to attract international and local film and television producers to the region. This initiative is expected to develop into a multi-billion-rand industry, which will significantly contribute to boosting the local economy.

The Managing Director of Talking Pictures Productions, Mr Action Cameron, says that Zululand offers unique and diverse film locations and boasts more favourable year-round climatic conditions than South Africa’s other current popular film destinations such as the Western Cape and Gauteng. “Although they are the main players at this stage, we believe we will become a competitive force to be reckoned with once our marketing strategies are implemented,” Mr Cameron added.

The attendance and support of the two Hollywood heavyweights will certainly add impetus to placing Zululand on the map. Ms Theron had no hesitation in accepting the invitation and pledged to work within her substantial network to help promote the region as a preferred location. Mr Spielberg will use the opportunity to conduct some location scouting of his own for his forthcoming production, “The Bungle in the Jungle.”

Chamber of Business CEO, Mr Chart Moneypenny, said the development of the film sector will lead to the creation of additional fringe industries and subsequent job creation.

Local film and television personalities will also attend the occasion, to be held at the uMhlatuze Civic Hall on 12 October at 19h00.

End
How to create News for your company.

The following are some possible ways to create awareness for the company or organization that you may be working for:

- Tie in with news events of the day.
- Arrange a trip
- Make an award
- Hold a contest
- Tie in with the newspaper or other medium on a mutual project.
- Pass a resolution.
- Appear before public bodies
- Conduct a poll or survey
- Issue a report
- Arrange an interview with a celebrity
- Take part in a controversy
- Stage a special event
- Write a letter
- Release a letter you have received
- Adapt national reports and surveys for local use.
- Arrange for a speech to be made
- Make an analysis or prediction
- Form a committee and announce the names of its members
- Hold an election
- Announce an appointment
- Celebrate an anniversary
- Issue a summary of facts
- Start a debate
- Tie into a well known week or a day
- Honour an institution
- Organize a tour
- Inspect a project issue praise
- Issue a protest
- Tie in with a holiday

Dealing with the media during emergencies

Emergencies come sudden and as a PR practitioner/ officer you must be prepared. There will be various stakeholders that require information such as: the community, employees, their friends, and families and the victims. It is also common knowledge that the best way to prevent the spread of false rumours and misinformation is through issuing factual information. Refer to your text book page 131 and review the steps that are given in case of emergency.

The mass media: electronic media

Policy and Legislation
Print media, the electronic media within South Africa is going through dramatic changes. Government is of the opinion that there is a need for a media communication policy that will define the characteristics of the media and communication sector. The Government Communication and Information System (GCIS) have established the media Communication Policy Unit which is responsible for taking this process forward.

The Broadcasting Act 1999 (Act 4 of 1999) was formed in May 1999 and assigns the responsibility of media regulations to the Independent Broadcasting Authority (IBA) while government is made
responsible for policy formulation. The act is aimed at establishing and developing a broadcasting policy to regulate and control all broadcasting. The following aims are noted by Skinner (2007):

- Contribute to democracy, nation-building, the provision of education, and strengthening the moral fibre of society;
- Encourage ownership and control of broadcasting services by people from historically disadvantaged communities;
- Ensure fair competition in the sector;
- Provide for a three-tier system of public, commercial and community broadcasting services;
- Establish a strong and committed public broadcasting service;
- Establish a strong and committed public broadcaster to service the needs of all South Africa.

PR and the broadcasting media

The great variety of broadcasting services in South Africa provides a unique opportunity for PR practitioners to gain wide publicity for their companies in a dramatic way. Therefore, it is important to take note of the various programme service and to get to know radio and television staff.

Television –

- Persuasive and powerful medium
- Reaches large amounts of people
- Images tend to remain with the view
- Achieve instant appeal
- Achieve dramatic negative effect
- Audience tend not to only look at the performer but also to the organization
- Managers invited for interviews – public image and national reputation

Television techniques –

- Interviews are pressure situations
- Tension can be avoided if briefing is done before interview- you should ask.
- Line of questions
- Introduction & First question
- Neat appearance
- Nonverbal cues will inform the interviewer of your interest
- Speak with authority and vitality it is different from an ordinary conversation
- You can improve with training

SABC TV television programmes have the following categories:

- Magazine
- Sport
- Documentary
- Variety
- Children
- Drama
- Religious
- News
Each of these categories constitutes a sub-department and these are headed by a programme organizer. The PR practitioner contacts the particular organizer, either by letter; fax, or telephone, he or she will elicit interest and might secure an interview for a client. It is important to remember that television seeks national news and does not exist to provide free advertising for companies.

Radio – it may not be as powerful as television but …

- It is a flexible medium
- Reaches a wider cross-section of public
- Specific to target market

Radio techniques –

- Interviews are 3 minute long
- Longer in-depth features
- Covering personalities
- News events

Advance contact with a programme organizer or editor: letter, fax, or telephone will normally elicit interest and results in a visit to studios. News reporters will often visit clients in their business environment.

Companies are well advised to draw up communications strategy for handling bad news such as strikes or fires in a factory. It is important that PR practitioners bring the right person to the studio for an interview. Being a successful business person does not necessarily mean s/he is a good communicator. It would be wise to use a professional PR practitioner or even a less ranked employee who could be a good communicator. In some instances it would require for a person that is bilingual. Read further in your text book for more detailed information. In pages 141 to 142 lists the characteristics of electronic media.

Activity:

1. Explain the acronym SOLAADS?

2. What is an embargo and when should it be used when sending news to media?

3. How do you create news for your company or organization?
4. What is a press kit?

5. List the characteristics of electronic media?
Audio Visual Media

What is Audio Visual Media: it is a term that embraces the full range of sight and sound media which includes:

- The old 35mm slide and synchronized tape presentation,
- film and video productions,
- multimedia programmes on CD, DVD and the internet

In presentations the most commonly used application is PowerPoint presentations which require a computer and a data projector.

A good audiovisual presentation will give the viewer a memorable experience that will encourage him or her to take a particular course of action. Remember hearing a thing a 100 times is not as effective of seeing it once.

Planning an audio visual programme

The following steps can be used to plan your audiovisual programme: refer to your text book for more detailed explanation.

- define objectives
- analyze your audience
- outline your material
- review your progress
- identify a treatment plan
- write a script
- plan your slides
- editing
- prepare for a smooth presentation

The use of Audio Visual equipment will enhance your presentations and it would be wise for you to follow the guidelines of public speaking.

Technology has evolved and with this advancement it is important for the PR specialist to be able to use this technology. The World Wide Web has become as innovative as it can be, the number of possibilities and applications has really changed the way one can present and impact the market place.

Web design is a popular communicative tool together with emails. Google Talk, Sykpe, MSN and etc.

Software programmes like NERO, ADOBE, FREE HAND, DREAMWEAVER, COREL DRAW etc has made it easy to design and develop and produce audio visual media.

Activity:

On pages 153 -155 you will find an audiovisual equipment comparison chart, read through this to familiarize yourself with the various mediums and their advantages and possible limitations
PR Techniques

Effective communication – the spoken words

What is public speaking: Public speaking is speaking to a group of people in a structured, deliberate manner. It is a form of communication that adds to the knowledge and wisdom of listeners, or that influences their attitudes or behaviour.

Key communication factors – there are ten key factors that affect our communication:

- Our personality, the “this is me” aspect of communication.
- How we look to others in our body, our expression, our posture and how we sit, stand and walk
- The kind of eye contact we do or do not establish with others
- The hand and facial gestures we use
- Our general appearance – dress grooming hair style, physical attitude
- Our use of language
- Our voice quality
- The clarity with which we get our intended message across
- The level of confidence we generate when we speak
- The degree to which we participate and involve ourselves in public speaking situations

20 Points to Consider

1. Know the needs of your audience and match your contents to their needs.
2. Know your material thoroughly.
3. Put what you have to say in a logical sequence.
4. Ensure your speech will be captivating to your audience as well as worth their time and attention.
5. Practice and rehearse your speech at home or where you can be at ease and comfortable, in front of a mirror, your family, friends or colleagues.
6. Use a tape-recorder and listen to yourself.
7. Videotape your presentation and analyse it.
8. Know what your strong and weak points are.
9. Emphasize your strong points during your presentation.
10. When you are presenting in front of an audience, you are performing as an actor on stage.
11. How you are being perceived is very important.
12. Dress appropriately for the occasion.
13. Be solemn if your topic is serious.
14. Present the desired image to your audience.
15. Look pleasant, enthusiastic, confident, proud, but not arrogant.
16. Remain calm. Appear relaxed, even if you feel nervous.
17. Speak slowly, enunciate clearly, and show appropriate emotion and feeling relating to your topic.
18. Establish rapport with your audience.
19. Speak to the person furthest away from you to ensure your voice is loud enough to project to the back of the room.
20. Vary the tone of your voice and dramatize it if necessary. If a microphone is available, adjust and adapt your voice accordingly.

Review of 11 Hidden Causes of Public Speaking Stress

1. Thinking that public speaking is inherently stressful (it's not).
2. Thinking you need to be brilliant or perfect to succeed (you don't).
3. Trying to impart too much information or cover too many points in a short presentation.
4. Having the wrong purpose in mind (to get rather than to give/contribute).
5. Trying to please everyone (this is unrealistic).
6. Trying to emulate other speakers (very difficult) rather than simply being yourself (very easy).
7. Failing to be personally revealing and humble.
8. Being fearful of potential negative outcomes (they almost never occur and even when they do, you can use them to your advantage).
9. Trying to control the wrong things (e.g., the behaviour of your audience).
10. Spending too much time in over preparing (instead of developing confidence and trust in your natural ability to succeed).
11. Thinking like your audience will be as critical of your performance as you might be.

In public speaking, as in any form of communication, there are five basic elements, often expressed as "who is saying what to whom using what medium with what effects?" The purpose of public speaking can range from simply transmitting information, to motivating people to act, to simply telling a story. Good orators should be able to change the emotions of their listeners, not just inform them. Public speaking can also be considered a discourse community. It contains elements of a discourse community that exist in many mediums and forms that serve different purposes for society and business among other areas of communication. Interpersonal communication and public speaking have several components that embrace such things as motivational speaking, leadership/personal development, business, customer service, large group communication, and mass communication. Public speaking can be a powerful tool to use for purposes such as motivation, influence, persuasion, informing, translation, or simply entertaining.

- Characteristics of Public Speaking
  - Formal structure
  - Prior planning
  - Very little direct contact
  - Audience participation is limited
  - Target audience
  - Speech with specific objectives
  - Feedback delayed
• **Purpose of Public Speaking**
  o To instruct
  o To exchange information
  o To persuade
  o To entertain
  o To blame or praise
  o To defend or accuse

• **Analysing Audience**
  o The characteristic of the group *(demographics)*;
  o The psychological make-up of the listeners *(psychographics)*; and
  o The place where the presentation will be made *(setting)*.

• **Misconceptions of public speaking**
  o The ability to make speeches is natural and cannot be learned.
  o Good intentions are enough when it comes to making a speech.
  o It's not what you say that is important but how you say it.

• **Some guidelines for public speaking**

  **Do’s**
  - Know your subject.
  - Follow a trigger point system.
  - Rehearse well.
  - Make one point at a time.
  - **KISS Principle: Keep it simple silly!**
  - Know your audience.
  - Know the place/venue
  - Rest before you speak.
  - Start with the right cue card *(Arrange cards before commencement)*

  **Don’ts**
  - Don’t forget to thank your hosts.
  - Don’t test the microphone by blowing or tapping onto it.
  - Don’t tell jokes unless you are good at it.
  - Don’t use overworked clichés.
  - Don’t use offensive languages.
  - Don’t make personal attacks on any person in the audience.
  - Don’t exceed your allocated time.

• **Feedback**
  o Paying careful attention to the feedback we receive from others;
  o Asking our friends and colleagues to highlight to us any distracting mannerisms we possess.
Studying the way in which others communicate non-verbally and ensure that we do not repeat the mistakes ourselves; and studying ourselves on audio or video recordings and critically identify some of the non-verbal habits of which we are not aware of.

Activity:

1. List some of the points to consider for public speaking?
2. What is the purpose of public speaking?
3. What are some the misconceptions of public speaking?

Speech construction

A successful speech is arranged into three main sections: the introduction, the body of the speech with three or four main points, and the conclusion or ending.

Introduction

It is important to get the attention of your audience from the very beginning of your presentation. You only have one chance at making a first impression. Consider these pointers:

- Open with a striking quotation
- Relate an interesting human story
- Ask a question
- Start with shocking facts
- Arouse curiosity
- Use appropriate humour

The introduction sets the stage and establishes the mood of your speech.

Body

Word of advice, work on the body of your speech first then consider the introduction. The body or the middle part of a speech usually contains factual information and should consist of three or four main points. The angle in which this is presented will secure the interest of your audience.

Conclusion

The final five percent of your speech summarizes the main message. Your conclusion may be signalled by:

- Using appropriate quotation
- Linking up with your opening
- Raising a laugh
- Paying the audience a sincere compliment

However, a well structured speech may be remembered if it is presented with enthusiasm and conviction of the speaker will impress the audience.
Presenting a speech

So once the preparation of a speech is done, the speaker must concentrate on presenting the speech. Please study read pages 163 of your prescribed book for further details.

Clarity

Present your speech in such a way that your meaning is absolutely clear to your audience. Avoid vague, confusing, or ambiguous statements and when necessary illustrate your meaning. Define terms by using “by X I mean…” Ensure the use of simple words that you can pronounce.

Emphasis

Speakers are not only heard, they are also seen, and their aim should be to enhance their speeches by their appearances, gestures, and animation.

Getting attention

Focus the audiences’ attention, so that they remember your points by using memory retention techniques such as:

- Repeating a point with deliberate emphasis
- Using visual aids
- Dramatization
- Using examples
- Choosing appealing words or phrases which will be remembered.

Maintaining interest

The following elements will help you keep your audience’s attention:

- Vividness
- Humour
- Drama
- Personal appeal
- Adjusting delivery according to audience response.
Human relations in business communication: the absence of non-verbal cues and the lack of immediate feedback make a letter a ‘cold’ form of communication. With written communication you have to take into consideration the receiver very carefully.

Style in Business correspondence

Effective letter style is interesting, inconspicuous, and clear to read. The following points must be considered:

- **Choice of words**: it is easy to choose your words when you observer the non-verbal cues from the other. In letter writing you must choose your words (diplomatic/ non offensive) to convey your message. Short simple words e.g. *aware* instead of *‘cognizant’* are more likely to be understood and will attract less attention to your style.

- **Emphasis**: through skilful arrangement of your material you can emphasize different parts of the content or a specific idea. Emphasis in written communication can be achieved by:
  - Careful ordering of main parts
  - Repeating the main idea in the concluding paragraph
  - Sentence structure which is simple and makes the idea clear.

- **Clarity**: once you have established who your reader is, you should use language that is appropriate to the situation and words that the reader will understand. The usage of short sentences makes it easier to read and understand. Also itemize and tabulate points, this also adds to the clarity of a letter.

- **Avoiding clichés**: please note that there a number of over used phrases. Since you have taken the time to write **be original**.

- **Conciseness**: note that both you and your reader don’t have time to write or read a rambling letter. Therefore you should be concisely as possible but complete.

- **Voice**: the active voice is preferred because it introduces personal pronouns such as ‘I’, ‘we’, ‘he’, and ‘they’ which makes the letter personal and more positive.

- **Tone**: the tone is regarded to the writer’s attitude which is perceived by the reader. The reader could remark by saying that this company’s letter has a very friendly tone. On the other hand a letter can also have a harsh tone which the usage of words that accuse, that is unflattering and implicating.
• **Layout and format:** let your layout be attractive which makes your message appealing and draws attention to the main points.

• **Salutation and ending:** the tone and the degree of formality in your salutation and ending should be consistent. It is more appropriate to end with “Yours Faithfully” finally the signature does in some measure commit the company legally. Therefore the rank of the person signing should be stated.

• **Reference line:** this is most useful pointer in a letter, since it tells the reader immediately what the letter is all about this will save the reader time especially if the letter can be attended by someone else. The reference line is usually inserted after the salutation and before the opening. The use of ‘RE’ is no longer popular and the reference line should provide information which will give the reader an immediate direction.

Example: compare the following

**Faulty forklift**

with

**Forklift which has failed while under guarantee.**

The memorandum (Memo): this serves as a reminder and is the counterpart of which is a telephone message. This has become very popular over the years which generally provide information. This could be referred to as letters that is circulated within a company. A hand written memo needs no signature but a typewritten one benefits from some form of authentication such as the author’s initials.

All correspondence reflects the overall PR image of the sender. Before you send out or evaluate an incoming letter you should check on the following:

• **Justification:** why exactly are you sending or receiving this message.
• **Goodwill:** are the elements in the message giving the company a value beyond what it sells or offers?
• **Relevance:** does the letter satisfy the needs of both the sender and the receiver (or the companies of the sender and the receiver)?
• **Accuracy:** is the information correct?
• **Clarity:** is the message unambiguous?
• **Presentation:** does it reflect a good corporate image of the company?

Sample letter and MEMO on the next page
Dr Bongiwe Ndlovu  
123 Memory Lane  
Claremont  
Cape Town  
7700

Dear Dr Ndlovu

Book proposal: The impact of apartheid on the economy of South Africa

Thank you for your well-presented proposal that we publish a book dealing with the impact of the previous political dispensation on the economy of South Africa.

I'm afraid that we can't offer to publish your manuscript. Our tertiary publishing at Oxford University Press South Africa is focused largely on course-specific, undergraduate textbooks. As we have just published a first-year textbook for Economics 1 students, which has as one of its strong points a golden thread discussion of the relationship between the socio-political history of this country and the economy, your work represents something of a duplication for us.

If you are looking for other publishers to approach, may we suggest using the Publisher's Association directory, if you haven't done so already? It is available on the Internet at www.publishersa.co.za.

We wish you all the best in finding a suitable publisher for the dissemination of your work.

Yours sincerely

Source: Skinner et al. (2007:182)
Memo

To: Higher Education publishing department
From: Mthunzi Nxwe
Date: Induction programme for Monica Heynes
Subject: Total pages: 1

Attached is an induction and training programme for Monica Heynes, the new PA for the Higher Education Department, who joined the permanent staff today. I hope the times below suit everyone, but please let Monica know if there are any changes that need to be made. Also attached is a list of everything that needs to be done.

Please give Monica a broad outline of your work – responsibilities, goals, tasks, projects – and explain how it relates to her job, or the area in which you will work together. If you are responsible for an area of training or briefing (see list) that does not have a specific time attached to it, please arrange a further meeting in order to complete this.

Many thanks

Distribution
Marian Griffin
Alida Terblanche
Penny Lane
Marisa Montemarano
Lindy-Joy Dennis
Astrid Meyer

Source: Skinner et al. (2007:183)
Activity:

1. What is the difference between a letter and Memo?

2. Write a letter to a prospective client thanking him for his/ her enquiry about your PR consultancy?

3. Send a memo to a staff member informing him/ her about the coming appointment of the new client that is scheduled to visit the office.
Budgeting

Budgeting is important in every area of life and in PR it is important to ensure the proper budget is drawn up to ensure that the project will enjoy the best possible expertise. This will enhance the PR practitioner and the company/client. It is no use for a practitioner embarking on a job on a round figure taken out of the air, any more than a builder can offer a price to build a house until the quantity surveyor has completed the cost for the building. In the past many PR officers/practitioners and consultancies presented a quote in round figure terms, so that the client has never properly understood what was to be received for the money and the consultancy has over-spent (mainly on time) and made a loss. The PR programme should be scrupulously budgeted so that both client and consultant know what is going to be done and what it will cost.

Reasons for budgeting:

The following is imperative:

- To learn what it cost to carry out a PR programme.
- Alternatively, to learn what sort of programme can be carried out for a given sum of money.
- Having agreed a programme and its expenditure and over-expenditure, for it is necessary to spend as planned as it is to control excessive expenditure.
- The budget sets a disciplined for both expenditure and over-expenditure, for it is as necessary to spend as planned as it is to control excessive expenditure.
- After completion of the campaign, results can be measured against the budget (as well as against the programme itself) to consider whether too little or too much was spent and whether individual allocations for particular activities were correct.

PR Department and Consultancy Budgets

The only difference between budgets for PR departments and PR consultancies is that the latter must include a profit.

There are five elements of a PR budget:

1. **Labour.** This includes the salaries not only of PR practitioners but those of all supporting staff such as secretaries, clerks, accountants, receptionists, messengers and others either a PR department or a consultancy. Since PR is labour intensive, this may be expected to be the biggest item in the PR budget.
2. **Office overheads.** These are mostly the fixed:

- costs of rent,
- rates,
- insurance,
- central heating,
- air-conditioning,
- lighting
- cleaning,
- variable costs such as telephone and client liaison.

**Materials.** All physical items are included here such as:

- Stationery
- Postage
- Printing
- Visual aids
- Mobile exhibition stands
- Photographs
- Slides
- audio
- DVDs

3. **Expenses.** Out-of-pocket expenses such as:

- Fares
- Hotel bills
- Hospitality
- Special expenses to do with organizing PR events which may involve catering such as:
  - Microphones
  - DVDs
  - TV Sets
  - Data projectors
  - Screens
  - Vehicles
  - Marquees
  - Chairs
  - Umbrellas, etc.

4. **Computing charges**

When a consultancy computes its hourly or daily rate, it combines salaries and wages with overheads and profit, and estimates materials and expenses separately since it is usual to charge them a cost, unless it is agreed that the consultancy may retain any discounts. It is not usual for consultancies to add a percentage to prices it pays for materials and expenses – unlike advertising agencies. The principle is that the income should be derived from fees based on time and skill. The latter is reflected.
Sample for a PR consultancy programme

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hours Required</th>
<th>Cost Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 progressive meetings</td>
<td>12 x x hrs x R</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>12 news releases</td>
<td>12 x x hrs x R</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>Official opening of HQ</td>
<td>x hrs x R x</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>Preparing annual report and accounts</td>
<td>x hrs x R x</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>Editing/designing quarterly house journal</td>
<td>4 x x hrs x R</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>4 feature articles</td>
<td>4 x x hrs x R</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>2 interview tapes for radio</td>
<td>2 x x hrs x R</td>
<td>x x x. x x</td>
</tr>
<tr>
<td>Contingency say 10%</td>
<td>x hrs x R x</td>
<td>x x x x x x</td>
</tr>
</tbody>
</table>

Estimated material costs:

- News releases: R x x x. x x
- Printing annual report: x x x. x x
- Printing house journal: x x x. x x
- Postage, stationery: x x x. x x
- Radio interview tapes: x x x. x x

Expenses:

- Official opening: xx, x x x. x x

Total: R xx, x x x. x x

Adapted from Jefkins 1998:117
<table>
<thead>
<tr>
<th>Cost of implementing the activities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other employee cost</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Travel and personal expenses</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Office supplies, service and computing</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Financial communication programmes</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Government Affairs programmes</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Marketing communication programmes</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Internal communication programmes</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Corporate activities</td>
<td>R</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>??????</td>
<td>x xxx,xx</td>
</tr>
<tr>
<td>Adapted from Jefkins 1998:120</td>
<td></td>
</tr>
</tbody>
</table>
**Event Planning**

By having special events the PR practitioner is able to improve the communication with target publics in order to achieve one or a combination of the following:

- Create awareness
- Raise funds
- Obtain publicity
- Promote products
- Build personal relationships
- Establish favourable dispositions
- Promote the organization’s role in the community.

For a list of special events please refer to page 352 to 353 all of this really needs a plan and it is important that one adheres to the guidelines.

**General Guidelines**

PR programme makes provision for dozens of secondary ideas which back up the essential primary ideas. In fact, the PR professional can create his or her own PR opportunities through holding special events such as opening celebrations, anniversaries, seminars and competitions.

Task:

Skinner *et al.* (2007:353-354) lists these guidelines and planning the event, you are required to read and understand these guidelines. List these guidelines and summarizes each one in your own words.

The following points are listed as a guide, your text book has an entire section on this and it is important that you familiarize yourself with this. As a PR officer/practitioner you will be using these on regular basis. Please note that an event or a campaign is different and unique from each other.
### The Check List

#### GUIDELINES

The following are guidelines in developing a check list. As a PR specialist a check list is a valuable tool which provides a mapped out plan for a project, event or campaign.

<table>
<thead>
<tr>
<th>Planning for the day in advance</th>
<th>Day one</th>
<th>On the day of the event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparing for the day</strong></td>
<td>The event will be held for only one day the main aim of this research. Research which involves laboratory studies on human material which are specifically designed to understand or treat a disease/disorder. NB: basic biomedical research remote from application to disease/disorder such as the use of immortalized human cell lines in model biological systems which is excluded.</td>
<td>On the actual day of the event people have to come in early in order for them to get their ticket. It will be first come first serve. The time of starting the event is at 8:00 in the morning by then everybody must be seated and ready to hear as to what will be said to them.</td>
</tr>
<tr>
<td><strong>Records based on research</strong></td>
<td>Research which requires access to personal data on health or lifestyle without involving face-to-face contact with any people e.g. public health interventions, health economic studies, epidemiological studies, health services research and meta-analysis – information may be obtained by telephone, postal questionnaires/surveys or electronic/manual data retrieval.</td>
<td>The people who will be doing the presentation are those who will be on the list for the programme. People will be given a chance according to the list. Everyone must be prepared to do what he or she has to do.</td>
</tr>
<tr>
<td><strong>Technology and development</strong></td>
<td>Development or adaptation of technologies for a diagnosis or therapy, e.g. instrument development for diagnostic or surgical use; development of new techniques, such as photodynamic therapy, for clinical use.</td>
<td>Techniques and systems for tracking missiles as defensive measures. Can be from surface installations or air and space-borne platforms. Every thing will be checked on this day just to see that everything is working according to plan in order for our event to be perfect.</td>
</tr>
</tbody>
</table>
### Place for the event

The event will be held in the community clinic at Kwadlangezwa. All persons are allowed to come and visit us in order for them to gain more knowledge about HIV and AIDS.

It will be held at the community hall – at Kwadlangezwa. Everyone will be welcomed to visit us. Tickets will be open to everybody.

### OTHER

Design, construction, and performance of powerful laser facilities for military applications.

Design, construction, and performance of nuclear reactors and units for submarine and for military space programmes has to go according to plan on this particular day.

### How to do a check list

<table>
<thead>
<tr>
<th>PLANNING FOR THE HIV/AIDS CHAMPAGNE RED RIBBON DAY</th>
<th>WEEK ONE</th>
<th>ACTUAL EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>VENUE</td>
<td>PREPARATIONS FOR THE VENUE THE BOOKINGS HAS TO BE ON TIME SO THAT THE VENUE IS NOT OCCUPIED ON THAT CERTAIN DAY THAT THE CHAMPAGNE WILL BE TAKING PLACE ON.</td>
<td>THE VENUE IS CLEAN AND IS AVAILABLE TO ACCOMODATE THE EVENT.</td>
</tr>
<tr>
<td>DATE</td>
<td>THE DATE MUST BE ANY APPROPRIATE DATE IN ORDER FOR THE GUEST SPEAKERS TO BE ABLE TO WRITE THEIR SPEECH, BE AVAILABLE AND BE ABLE TO TELL US ON TIME IF THEY WILL NOT MAKE IT.</td>
<td></td>
</tr>
<tr>
<td>SYSTEM, LIGHT’S, DOMESTIC WORK</td>
<td>THE SYSTEM MUST BE HIRED ON TIME AND ALSO CHECK THAT ALL THE PLUGS THAT WILL BE USED IN THE HALL ARE ALL WORKING AND THAT THEY ARE NO WATER LEAKAGES.</td>
<td>MUST HAVE THE CONTACT NUMBER OF THE PEOPLE WHO ARE FIXING THE SYSTEM IN THE HALL TO BE ABLE TO LOCATE THEM IF THERE IS ANY PROBLEM WE COME ACROSS. MUST CHECK IF THE SYSTEM IS LOUD ENOUGH FOR THE AUDIENCE TO HEAR.</td>
</tr>
<tr>
<td>DECORATIONS</td>
<td>MUST SEE TO IT THAT THE DECORATIONS ARE DONE ON TIME CORRECTLY AND THAT</td>
<td>DECORATIONS MUST BE PERFECT SO THAT THERE IS NOTHING FALLING ON THE DAY OF THE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>Catering</strong></td>
<td>Should get a catering company that will be able to cater for all the guest speakers. Some of them could be vegetarian, Muslim or any other.</td>
<td>Should have the correct statistics of who eats what and what does my guest speakers drink.</td>
</tr>
<tr>
<td><strong>Guest Speaker</strong></td>
<td>Guest speakers must be invited on time and they should prepare their own speech.</td>
<td>Guest speaker should arrive on time so that they can settle down early.</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td>Security should be tight because of the high people who are present who need to be safe so that they can deliver their speech properly.</td>
<td>Securities should arrive on time to check that the hall has no bombs and that it is safe for everybody to enter and that there are no weapons brought into the hall.</td>
</tr>
</tbody>
</table>

**Sample 1**

**What is good about the following list?**

**What is wrong with the following list?**
# AMANGWE VILLAGE

## AIDS AWARENESS PROJECT FUNCTION

**VENUE:** Imbizo Auditorium  
**DATE:** X June XXXX

## FINAL CHECKLIST

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>ACTION</th>
<th>CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINALISE PROGRAMME</strong></td>
<td>Confirm Health Minister Thomas Zulu’s attendance as guest speaker</td>
<td>Ministerial Personal Assistant Leon Govender (Tel. xxx xxx xxx)</td>
</tr>
<tr>
<td></td>
<td>Finalise printed programme content, running order and proofread</td>
<td>Proof reader: Ron Wilkinson Ext. xxxx</td>
</tr>
<tr>
<td></td>
<td>Deliver programme to printers and confirm delivery date</td>
<td>Inky Fingers Print Shop, 345 Wordsmith Road, Empangeni (Peter - Tel. xxx xxx xxx)</td>
</tr>
<tr>
<td></td>
<td>Brief the Master of Ceremony Mr John Steward on final programme running order</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Draw up final list of VIP acknowledgements for Amangwe CEO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Obtain speeches of main speakers and run copies for the media</td>
<td>Leon Govender (Minister of Health P/A - see contact details above)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mayor of Richards Bay (secretary Gail, Tel 976 3456)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amangwe CEO (secretary Poppie (Ext. xxxx))</td>
</tr>
<tr>
<td><strong>VENUE</strong></td>
<td>Final inspection of stage setup</td>
<td>Hammer &amp; Nail Carpenters (Joe - Tel. xxx xxx xxxx)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Final meeting with caterers on menu and table settings</td>
<td>Pudding Emporium (Sweety - Tel xxx xxx xxxx)</td>
</tr>
<tr>
<td></td>
<td>Briefing session with entertainment group re. positioning of dancers and band on stage in relation to VIP seating arrangements</td>
<td>Rasta Noize Boys (Dreadlock Dread - Tel xxx xxx xxxx)</td>
</tr>
<tr>
<td><strong>TECHNICAL</strong></td>
<td>Test auditorium’s audiovisual equipment for compatibility with video presentation format</td>
<td>Imbizo Technical Manager (Sparky - Tel xxx xxx xxxx)</td>
</tr>
<tr>
<td></td>
<td>Confirm lighting requirements according to programme</td>
<td>Imbizo Technical Manager (Sparky - Tel xxx xxx xxxx)</td>
</tr>
<tr>
<td></td>
<td>Arrange for additional roving microphone for audience participation</td>
<td>Imbizo Technical Manager (Sparky - Tel xxx xxx xxxx)</td>
</tr>
<tr>
<td><strong>PUBLICITY/MEDIA</strong></td>
<td>Confirm attendance of media representatives invited</td>
<td>See attached media list</td>
</tr>
<tr>
<td></td>
<td>Prepare pre-event media release as public awareness initiative</td>
<td>Media Director: John Fink Ext. xxxx</td>
</tr>
<tr>
<td></td>
<td>Issue media release on 3 June and monitor publication response</td>
<td>Media Director: John Fink Ext. xxxx</td>
</tr>
<tr>
<td></td>
<td>Final briefing with the photographer on requirements and delivery deadlines for media unable to attend</td>
<td>Archie Shutter (Ext. xxxx)</td>
</tr>
<tr>
<td></td>
<td>Set up news conference for media with Minister of Health (post function)</td>
<td>Ministerial P/A Leon Govender (see contact details above)</td>
</tr>
<tr>
<td><strong>SECURITY</strong></td>
<td>Planning meeting with Minister of Health’s security to finalise their requirements</td>
<td>Captain Hari Makarjee (Tel. xxx xxx xxxx)</td>
</tr>
<tr>
<td><strong>Arrange posting of Imbizo security supplementary to above</strong></td>
<td><strong>Night Hawk Manager &quot;Yster&quot; van Vuuren (Tel xxx xxxx)</strong></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
</tbody>
</table>

| **BUDGET** | **Monitor ongoing expenditure against budget allocation (check possible emergency requirements)** | **Finance Director Money Bags (Ext xxxx) - only if required** |

| **Organising Committee** | **Call final meeting for portfolio managers' feedback and final check-ups on Friday, 3 June** |
### Sample 2

**What is good about the following list?**

**What is wrong with the following list?**

**CHECKLIST FOR EMPANGENI MUNICIPALITY**

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>1st MONTH</th>
<th>2nd MONTH</th>
<th>3rd MONTH</th>
<th>4th MONTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship - Bob 035 23280</td>
<td>Working on it</td>
<td>Still in process</td>
<td>Done</td>
<td></td>
</tr>
<tr>
<td>Town stadium - Senzo 035 7773</td>
<td>Done</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security - Wandy 035 345 890</td>
<td>Done</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleaning - Nonto 035 7579 789</td>
<td>Done</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decorations - Ben 035 65867</td>
<td>Done</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inviting Town major 035 3455</td>
<td>Working on it</td>
<td>Still in the process</td>
<td>Still in the Process</td>
<td>Done</td>
</tr>
<tr>
<td>Dr Thomas Zulu 012 34555556</td>
<td>Working on it</td>
<td>Still in the process</td>
<td>Still in the Process</td>
<td>Done</td>
</tr>
<tr>
<td>UniZul Choir - Thoko 035 890 900</td>
<td>Working on it</td>
<td>Still in the process</td>
<td>Still in the Process</td>
<td>Done</td>
</tr>
<tr>
<td>Artists performing - Bohr 035 234 9</td>
<td>Working on it</td>
<td>Still in the process</td>
<td>Still in the Process</td>
<td>Done</td>
</tr>
<tr>
<td>VIP Catering - Thando 035 235569</td>
<td>Working on it</td>
<td>Still in process</td>
<td>Done</td>
<td></td>
</tr>
<tr>
<td>Nurses-Garden clinic - Rendy 035 3465</td>
<td>Working on it</td>
<td>Still in the process</td>
<td>Still in the Process</td>
<td>Done</td>
</tr>
<tr>
<td>Aids Ribbons - Manto 035 233</td>
<td>Done</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Condoms -</td>
<td>Done</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lucky 035 808</td>
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<td>HIV&amp;AIDS informative brochures - Len 035 88988</td>
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<td>Advertisement in Local newspaper - Joe 035 76965</td>
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<td>Advertisement in Radio Stations - Joe 035 76965</td>
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<td>Making Of ticket - Bheki 035 68689</td>
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<td>Selling Of ticket - Thembi 035 780</td>
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**Site Selection:**
- Physical Layout And General Location
- Map With Directions
- Traffic Patterns
- Availability Of Electricity/Restrooms
- Furniture/Equipment Needs
- Other Events Sharing Venue At That Time
- Police Clearances/Parking/Security

**Invitations:**
- Preparation of Mailing Lists/Email Lists
- Printing
- Postage
- Filing System To Track Responses (Physical), Contributions and Reservations
- Police Clearances/Parking/Security

Programme:
- Invite Speakers
- Working Agenda
- Print Program For Event
- Speaking Notes, Speeches
- Award Certificate Or Plaques
- Seating Charts, Name Cards, Place Cards
- Media, Slideshow & Displays
- Music

Equipment:
- Logos, Banners, Signage
- Decorations (Creative, Reusable, Purposeful)
- Display & Exhibit Equipment
- Chairs, Tables
- Transportation
- Merchandise (If You Choose To Distribute Or Sell Media)
- Informational Handouts (Brochures, One Pagers, CD ROM)
- Lighting
- Sound System
- Audiovisual Equipment
- Electrical Outlets
- Generators
- Phones & Faxes & Computers For Onsite Production Needs

Finance:
- Budget
- Invoice Procedures
- Petty Cash
- Special Bank Accounts
- System of Receipts
How to Write a Comprehensive PR Plan

By Craig Miyamoto, APR, Fellow PRSA

The PR plan is one of the most important documents you will produce in your career.

It has been said that PR is the result of form and substance. While this is not exactly true, it does have some basis when you're trying to persuade your client or boss to let you spend their money. How you say it (form) and what you say (substance) will likely determine your success or failure in getting your proposal accepted.

Let's face it, clients and bosses are impressed by the way things look -- just like you, they're only human. All other things being equal, a well-organized and attractively prepared proposal will win out every time. (For the purposes of this document, the term "client" will be used from now on. You may substitute "boss" if your situation dictates it.)

So, what can you do to help ensure success? Well, there are a number of elements in an effective PR proposal presentation of which you must be aware of. Begin each section with the appropriate subheads:

Each of these elements are vital. Each plays an important role in building a logical, well-planned proposal. A detailed discussion of each follows.

**Letter of Transmittal**

This item is an adjunct to -- and precedes -- the actual plan. As simple as it may sound, you need to transmit your plan to the client or your boss. Standard accepted business practice dictates that you write a letter or memorandum of transmittal. Limit the transmittal letter/memo to a single page.

If you are submitting the plan to a client, use the following format:

- A cordial opening paragraph stating that you are submitting "the attached plan for XXX campaign, as promised." Follow this with a brief description of the plan, including the campaign’s "bottom line" -- income expectations, expenses, net "profit" or loss -- in other words, what your client is expected to lay out for the PR campaign.
- A reference to the executive summary that follows.
- A statement that you either look forward to presenting the plan in person as a previously designated time and place, or will contact the client to arrange a meeting to discuss the plan.
- Gracious words of "thank you" for the opportunity to submit the plan.

**Two warnings:** Spell the company's and client's names correctly, and double-check titles and addresses. You don't want two strikes against you before the client gets to the meat of your proposal.

If you are submitting the plan to your boss, make sure to economize even further on your words. You can eliminate some of the opening and closing niceties.
Executive Summary

Also an adjunct to the plan, this is a summary of your proposed campaign that covers several key points most likely to interest the executive who reads your plan. Here is a suggested format:

Executive Summary

1. The Problem: State here what you believe the problem to be.
2. Programme Goal: State here what your ultimate goal is.
3. Target Audiences: (1) Your primary audience, (2) your secondary (intervening) audience(s), and (3) your tertiary (special) audience(s).
4. Audience Objectives: (1) What you expect your primary audience to do, (2) what you expect your intervening audience(s) to do, and (3) what you expect your special audience(s) to do.
5. Major Strategy: State your major strategy here, listing the key tactics that you will use in your campaign.
6. Recommended Budget: State your total anticipated income and sources, your anticipated expenses, and the anticipated net profit or loss.
7. Evaluation Plans: State how you expect to evaluate (and expect to know) whether or not you've achieved each of your campaign and audience objectives.

Situation Analysis

The very first item in the plan itself should be an analysis of the current situation, based on results of your research. The situation analysis contains all of the information and data you collected about the internal and external environments.

Depending on how much research is required and has been conducted, and how complicated and/or involved the organization's problems are, the situation analysis can run from one to three or more pages.

While a problem statement directs the planning effort to a particular set of conditions, the situation analysis provides details about internal and external contexts. It includes a literature review (which requires a bibliography of sources).

Use the following outline as a guide to writing the situation analysis:
THE SITUATION ANALYSIS: INFORMATION TO LOOK FOR

Internal Factors

- Statements of the organization’s mission, charter, bylaws, history and structure.
- Lists, biographical sketches and photos of key individuals — officers, board members, and programme managers.
- Detailed descriptions of programmes, products, services, etc.
- Statistics about resources, budget, staffing and programmes.
- Summaries of interviews with key personnel about the problem situation.
- Copies of policy statements and procedures related to the problem.
- Complete descriptions of how the organization currently handles the problem.
- Lists and descriptions of the organization’s controlled communication media.

External Factors

- Clippings from newspapers, magazines, trade publications, and newsletters tracing print media coverage of organization and problem situation.
- Reports of radio, television and cable placements.
- Content analyses of media coverage.
- Lists of media, journalists, columnists, and free-lance writers who report news about the organization and related issues.
- Lists and descriptions of individuals and groups that share the organization’s concerns, interests, and views (including their controlled print and broadcast media).
- Lists and descriptions of individuals and groups that oppose the organization’s positions on the issues (including their controlled print and broadcast media).
- Survey the results of the public’s awareness, knowledge, opinions, and behaviors related to the organization and problem situation.
- Schedules of special events, observances, and other important dates related to the organization and problem.
- Lists of government agencies, legislators, and officials with regulatory or legislative power affecting the organization and the problem situation.
- Copies of relevant government regulations, legislation, bills pending, referenda, publications, and hearing reports.
- Copies of published research on topics related to the problem situation.
- Lists of important reference books, records, and directories, as well as their locations in the organization.

When writing the situation analysis, present your research findings in a logical and understandable order. List results of client research, situational research, and audience research. If you have used the suggested outline above, you should have all of the necessary pertinent information you need.

Assumptions

No matter how much research you’ve done, something always seems to be missing. If you’ve done your homework well, you should have no assumptions to present here.

In some cases, however, assumptions are inevitable and as a practical matter, unavoidable. So, when you write your situation analysis, you may need to make some assumptions about various aspects of the situation. If you must make assumptions, list them in a supplemental section, noting what missing information you can reasonably assume.
"A friendly media" is not a valid assumption. Professionals never make assumptions, especially about the news media.

**Problem & Consequences**

Based on your research, and particularly on your preliminary interviews with the client, you should be able to isolate the overriding problem, and determine what will happen if the problem is not solved.

The problem statement itself should be concise and very specific. If possible, write it in 25 words or less, using standard subject-verb-object order.

This step is crucial to your plan and to the success of your campaign. Mess up here and you will end up 'way off course. Think of the problem statement as your starting course to the moon. One degree to the left or right, up or down, and you'll miss the moon by thousands of miles.

It's the same with the problem statement. Identify the wrong problems, and you may as well not even turn in your plan.

Get to the root cause of your problem, and try to identify exactly what attitude (what they think) or behaviour (what they do) you need to influence.

Do you want attitudes crystallized, modified or reinforced? Be especially conscious of the ultimate behaviour you want to evoke. Answer this question: "What exactly is it that we want them to do as a result of this campaign?"

And yet, proper problem identification and statement is still not enough. The client may recognize that there is a problem, but unless there is a consequence — unless the client will lose something of value, whether it is profits, members, or quality of service — the client may remain unconvinced about your plan.

You must show the client what could result if something isn't done to correct the problem identified above. Explain in one concise declarative sentence what the consequences will be.

**Campaign Goal**

This is not a particularly difficult section to complete. But first, here's a brief review of goals and objectives.

Goals are general directions, somewhat nebulous, that are not specific enough to be measured. Think of the word "go." It has no end.

A good example is the signature line of the Star Trek television series: "To boldly go where no man ("no one" in Generations) has gone before." You can't measure it, and you probably will never know if the goals were accomplished, because once humans have gone somewhere, we've been there, and there are still other places to go since the universe is infinite and has no end.

Objectives, on the other hand, are specific and measurable. They can be output objectives, or they can be attitudinal or behavioural. But most of all, they can be measured. They are concise. They are specific. Think of the word "object." You can touch it, it's there, it's actual, it's finite.
Back to the goal. State your campaign goal simply and resolutely. State it confidently, with all the bravado you can muster, secure in the knowledge that the question, "Did you accomplish your goal?" can never be answered.

**Audience Identification & Messages**

Audience identification is vital to your campaign. You need to talk to the right people. You need to conserve valuable funds, time and manpower, and you cannot do this unless you target your publics carefully.

A word about publics, stakeholders and audiences: A "public" is a group of people with similar interests. "Stakeholders" are a special kind of public, composed of people who have a particular interest (or "stake") in your organization. An "audience" is a public whom you are communicating with.

You need to find some intelligent answers to some equally intelligent questions.

- Who exactly is going to be affected by your PR campaign? Who exactly are you trying to persuade?
- You're going to need some cooperation from others; who will this be? Where are these people located? How can you find them? How can you get in touch with them?
- The people you want to reach, listen to opinion leaders; exactly who are these opinion leaders? Who and where are those credible, authoritative sources that your intended audience believes, and who can help you get your messages across?
- Your audiences generally act the way you do — they do the same things you do. What magazines and newspapers do they read? What radio stations do they tune in to? What TV shows do they watch? To what clubs and organizations do they belong? What professional associations do they join? What are their favourite charities? What are their children's favorite participation sports?

So how do you reach them? Find out. Do your research.

**Generally speaking, there are three types of audiences:**

- PRIMARY: This is the audience or public that you specifically want to influence. It's the people whose behaviour you're trying to change. Influence them, and you've done your job well.
- SECONDARY: These are "intervening" audiences. These are people who can intervene on your behalf and influence the primary audience. Convince them that you're right, and they can help you get to the primary audience. You've heard of "third-party testimonials" that are more credible than your direct communication? Secondary audiences are those "third-party" people. Influence the secondary audiences and your job will become a bit easier. Their "endorsement" of your cause serves as their "testimonial."
- TERTIARY: (Pronounced "ter-she-ar-y") These are "special" publics composed primarily of organized groups (e.g., clubs, councils, associations) that can mobilize quickly and endorse your cause. They usually have an established means of communication with their membership via newsletters and other media.

In your plan, identify who these people are, then prioritize them. Like the "inverted-pyramid" style of journalistic writing, audience prioritization will allow you to eliminate potential audiences from the bottom-up should the need arise because of budget cuts, time constraints or manpower reductions.
Once you've identified and prioritized your audiences in your plan, tell the client exactly what message you believe should be directed to each of the audiences you have selected.

Like the problem statement, your messages should be direct and declaratory, and they should articulate specific benefits to the audiences. Try out a number of messages, then settle on one per audience, selecting the one you consider most important to your campaign goal.

**Audience Objectives**

In this section, state exactly what your objectives are for each audience you identified in the previous section. In general, there must be at least one objective per audience. This is usually sufficient. In some cases, however, you will have more than one objective for each audience.

Objectives should measure impact. Behavioural objectives are preferred ("Exactly what is it you want to get them to do?"), but the objectives can also be attitudinal ("What do you want them to think?"), or informational ("What do you want them to know that they didn't know before?").

Objectives also can measure your output -- what you did. But unless output is central to your problem and contributes to solutions, try to keep these to a minimum.

State your objectives in specific and quantifiable (measurable) terms whenever possible. Set them in a time frame, and if you know what the budget is, tell the client what you expect the cost to be. The objectives should be reachable, they should be acceptable to the client, and they must be ethical.

A crystal-clear objective would read something like this: "Our objective is to deliver X results by Y date at a cost of Z Rands."

Think of the goals as the treasure at the top of a stairway, and the objectives as the stairs.

**Strategies**

In this section, you need to present a number of strategies, each of which will in itself solve the problem. This is one of the hardest sections to complete, especially for inexperienced practitioners who must rely on information provided by others, rather than on personal experience. However, it is so essential to the campaign's success that every effort must be made to present excellent strategic alternatives.

There are four basic strategies:

1. Do nothing *(inactive).*
2. Do something only if necessary *(reactive).*
3. Do something before a problem arises *(proactive).*
4. Involve others in solving or heading off problems *(interactive).*

It may also be feasible to take a "multi-active" approach to solving the problem, in which case you would use elements from each basic type of strategy.
Whatever strategy is finally selected, know that it will help determine the success or failure of your proposed program. You may find it easier to select a strategy after reviewing the list of PR initiatives (tactics, activities) that you will develop after conducting a number of creative brainstorming sessions.

Do not -- repeat, do not -- use the terms "inactive," reactive," "proactive," "interactive," or "multi-active" in your plan, unless the client fully understands the terms and initiates their usage. The words can be considered PR jargon and often are meaningless to the client. Don't use these words as crutches in an attempt to avoid explaining your strategy in detail.

State that each strategy, when considered on its own merits independently of the other alternative strategies, is a viable option to be judged on its own strengths, and will definitely solve the problem. Eliminate any approach you believe will not solve the problem on its own. If a combination of approaches can solve the problem, list the combination as a strategic alternative.

Each alternative strategy will attain all of the objectives listed earlier. Again, each individual solution must be feasible, appropriate and acceptable. All possible solutions should be considered and presented -- unless, of course, your particular problem is one of those rare cases that have but a single solution. No, strike that notion. Don't be tempted by this intriguing possibility. Assume that your problem has two or more solutions.

Discuss all of the pros and cons of each strategy considered.

In doing so, try to give options to the client. If you can identify business risks and opportunities, you give the client an opportunity to exercise informed judgment. Clients need viable options -- they need to know each option's advantages and disadvantages -- in order to make decisions based on fact instead of emotion.

Clients don't want to "shoot from the hip." They want to make rational decisions.

Remember, you must take careful aim in everything you do in public relations. Don't shoot from the hip: you could end up with powder burns on your butt.)

Finally, tell the client what your recommended approach or strategy is. Be sure to tell the client why you recommend this particular strategy, and be prepared to defend your choice under withering fire and challenge from the client. You can't fake this part. It may be helpful to refer to the pros and cons you listed for each strategic alternative.

**Communication Tactics**

This is the section in which you tell the client exactly what communications initiatives you propose. If you have conducted some creative brainstorming, you should have developed a "shopping list" of possible tactics that will achieve your previously stated objectives.

Look at each tactic from the standpoint of what it will do to achieve your objectives.

Your tactics will include:

- **ACTION EVENTS:** Non-written tactics such as special events, demonstrations, exhibits, parades, community contributions (manpower, talent, advice, money) and other non-verbal activities. Separate your action events into message tactics (which will
be used to get your message across to the audience) and media tactics (how you will utilize the news media to publicize your action events).

- COMMUNICATIONS TACTICS: Verbal tactics (oral and written) that use words or pictures. These include newsletters, flyers, news releases, brochures, direct mail, advertising, themes, slogans, the World Wide Web (WWW), and other initiatives that use words and language as their basis. As with your action events, separate communications initiatives into message tactics (which will be used to get your message directly to the audience), and media tactics (how you will utilize the news media to communicate your messages).

When presenting your tactics in this section, be sure to provide a brief one- to three-paragraph description of each tactic, especially noting to the audiences to which the tactic is directed, the message you expect the audience to receive, your reasons for selecting this particular tactic (cite your research, focus group results, etc.), and the anticipated results.

Schedule

You must show that you have thought through the plan to the smallest details. In this section, present your planning calendar. Be specific and comprehensive. Include specific dates whenever possible.

Tell the client exactly when you’re going to conduct the action events and communication tactics you noted earlier. Also, tell the client who will be doing the work.

List milestones and deadlines for each of the events and tactics. Plan writers always note when communication products and activities will culminate, but often forget milestones and deadlines.

For example, don't just say that a brochure will be delivered to the office on July 17. You must also include milestones and deadlines, and let the client know that initial copy drafts are due on May 2, that three days are required for initial editing, that second drafts are due on May 10, that two more days are required for editing, that the final draft is due on May 17, and that the final copy approval is due on May 19.

The client also must know that the final copy is due at the typesetter on May 21, that the graphic designer needs two weeks to work on the design, that the printer needs the camera-ready art and layout by July 1, and that a minimum of 10 days is required before the printed brochure can be placed on the client's desk.

Each of the dates above should be included in your schedule. Do this for each initiative. You may either present a separate calendar for each tactic, or combine them into a comprehensive timetable. Ideally, you should do both.

Don't forget to correlate once again the events with the audiences you expect to address, and what you expect to accomplish.

Finally, don't forget to include any research you will be conducting, as well as on-going and end-of-project evaluation dates.
Budget

A saying: It is not easy to compile a budget.

Putting a budget together is especially difficult when you are working on a hypothetical case, or if you are not sure of the client's requirements (“Why don't you present three scenarios -- minimal, moderate and optimal -- and we'll pick the one we can afford”).

This may seem incredible, but the client often has absolutely no idea how much is available for your campaign. More often than we suspect, the client may simply be "fishing" for a cheap way to obtain some publicity for the company. Or, the client may want to know how much a pet project would cost if it were done correctly.

That said, you must have a budget section. You must have an accurate representation of how much things are going to cost. The information may be close at hand (e.g., previous experience, other plans, informative co-workers), or ... you may have to make a lot of phone calls.

Separate your anticipated income from your proposed expenses, and present both totals. Finally, give the client a bottom-line figure. Tell the client exactly what the campaign is going to cost. An excess of income over expenses will result in a profit to the client; an excess of expenses over income will result in a cash outlay by the client.

Now . . . don't you wish you had taken accounting in school?

Evaluation Plans

If you have planned your campaign correctly, your communication and action tactics will have been performed according to schedule, and will have cost exactly (or pretty close to) what you said they would cost. You will have reached all of your identified audiences and persuaded them to do exactly what you wanted them to do.

You would have attained all of your objectives, which ultimately means that you have achieved your primary goal. And, if it is not too bold to say, you will have solved the client's PR problem, and those consequences you predicted earlier will not come to pass.

But how do you know whether or not you've succeeded? You must measure your accomplishments. How do you measure those results?

You do it by measuring two phases of your campaign:

- **IMPACT**: Ask yourself what behavioural or attitudinal changes the campaign effected. Impact measurement documents the extent to which you achieved the outcomes spelled out in your objectives for each target public. It also tells you to what extent your overall program goal was achieved.

- **OUTPUT** (or implementation): In other words, what did you DO? How much effort went into carrying out the campaign? How many publications and releases were prepared and distributed? How many column inches and minutes of air-time coverage did you get? How many people were exposed to your message?
Emphasize impact -- impact is paramount. Emphasize output only if the communications "products" are central to your problem and contribute to solutions.

Tell the client exactly how you are going to measure the results of what you did, and how they relate to your objectives.

Remember, you cannot evaluate effectively unless you have good objectives. If you don't have good objectives, then you have nothing to measure against.

**Pertinent Research**

Create a "Tab A" and submit your research results. In this section, include client, situational, and audience research results (clippings, polls, interviews, library research, or summaries of research found elsewhere -- with appropriate source identification). Include anything you deemed essential while compiling your situation analysis.

**Communication Samples**

Create a "Tab B" and include descriptions and/or rough layouts of recommended communications materials (i.e., news releases, public service announcements, speech outlines, statements, institutional ads, brochure dummies).

For each news release, list names of news organizations to which they will be delivered to, and their deadlines. Be sure to use a wide variety of communication channels and methods, it must be properly timed and coordinated.

Remember also that actions and events generally are more effective than written or oral communications alone. You should strive to keep verbal communications to a minimum, and make imaginative and creative actions and events a key part of your campaign.

**A Last Word**

Finally . . .

Bind all work neatly. Personalize the transmittal letters if you know the names of the selection committee members. Use a computer and laser printer. Meet deadlines. Use an easily readable font typeface (minimum 12-point font). Use good paper, don't skimp.

Remember: The "class" projected by your proposal is reflected in the perception that the client has on your "excellence" as a PR professional.

Look professional, and you will be viewed as professional.
How to write a business plan

Have an idea but don’t know where to start? Learn how to write an inspiring business plan.

When writing a business plan, it’s important to note that the better you articulate your idea, the more likely you are to receive funding for your company. Many small businesses never make it off the ground because their purpose and vision are not clearly stated. Therefore, use the following tips to make sure that your plan is careful, concise and inspiring:

**Step One: The Cover**

The cover to your plan should be simple. It should include your logo, if you have one, and basic details about yourself and the company. Include the company’s name, address, your name, and the date. Place these things in bold, so that they stand out to the reader.

**Step Two: Plan Objective**

This should be a one-page, clear statement about what you hope to accomplish with your plan. State your intent to use the plan as a finance guide, operating guide, etc. Follow the Plan Objective with a table of contents.

**Step Three: Business Profile**

Write a straightforward description of your business. Avoid saying the same thing twice. Outline the name, location, organization and market of your business. Outline your business goals and objectives.

**Step Four: Market Profile**

This is a profile of your customers and their characteristics, as well as your plan to reach them. Identify your target market, or the section of the population that your business is aimed at. Tell the reader why your business is necessary. Include information on the factors that will affect you, such as traffic, location and the economy. Include your prices in this area.

**Step Five: Competition Profile**

You have to look at your competition in depth to figure out whether or not your company will make it. You should indicate why your company is better than other companies that provide the same service, if any. You should also include any knowledge of the moves of your competition, and how you will counter them.

**Step Six: Location, Facility and Management**

This section will describe the practical aspects of your company. Indicate how the company will be managed, located and how you will deal with issues like rent, office space, etc. Include the reasons why you have chosen to run and locate it in this manner. For example, if your company is strategically located in a populated place, indicate that here.
Step Seven: Management Profile

When you are starting a business, you will want to have a management team behind you to help you with aspects of your work. You'll need a financial advisor, a legal advisor, in some cases a management advisor. For a web-based business, you'll need a graphic designer and site creator. Give a summary of these people here, with bios and plaudits. Split your advisors into two groups: the management team, which is involved in all company decisions, and the advisory board, which acts solely as a source of advice when needed.

For the more prepared, the next section will be a financial section. You'll need a loan application, if asking for a loan, a list of start-up expenses, a list of equipment, an income projection sheet, a balance sheet and a cash flow projection. If you can, add projections on the company's performance during its second and third years. You will need to hire your financial advisor for this purpose.

Finish the plan with a resume, as well as any other relevant resumes you may feel are important. Add your credit rating, so that investors can see that your credit is good. Add graphics and supplemental materials if this is necessary. Good luck!