



STRATEGIC PLANNING & RESEARCH IN COMMUNICATIONS MANAGEMENT

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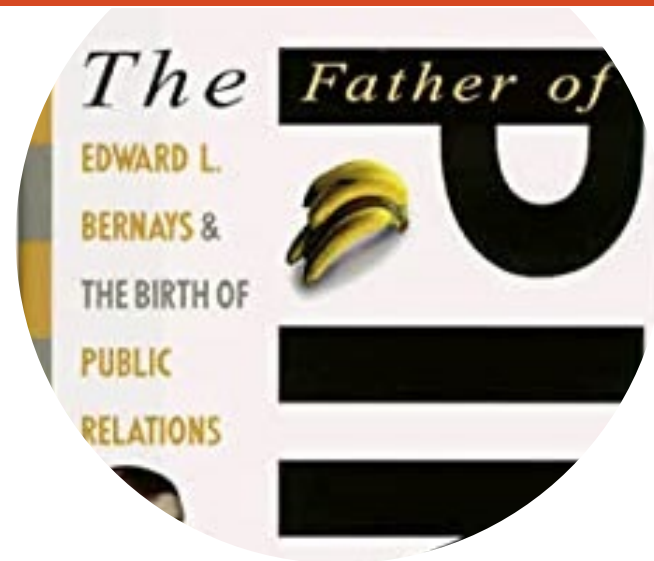
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Origins of Modern Strategic Planning & Research in Communications

Edward Louis Bernays

Nov 22, 1891 - Mar 09, 1995

- Pioneer in the field of public relations and propaganda,
- “The father of public relations”.(Time Magazine)
- One of the 100 most influential Americans of the 20th century (Life Magazine)
- Nephew of Sigmund Freud



THE FATHER OF PROPAGANDA & THE ENGINEERING OF FEMALE CONSENT

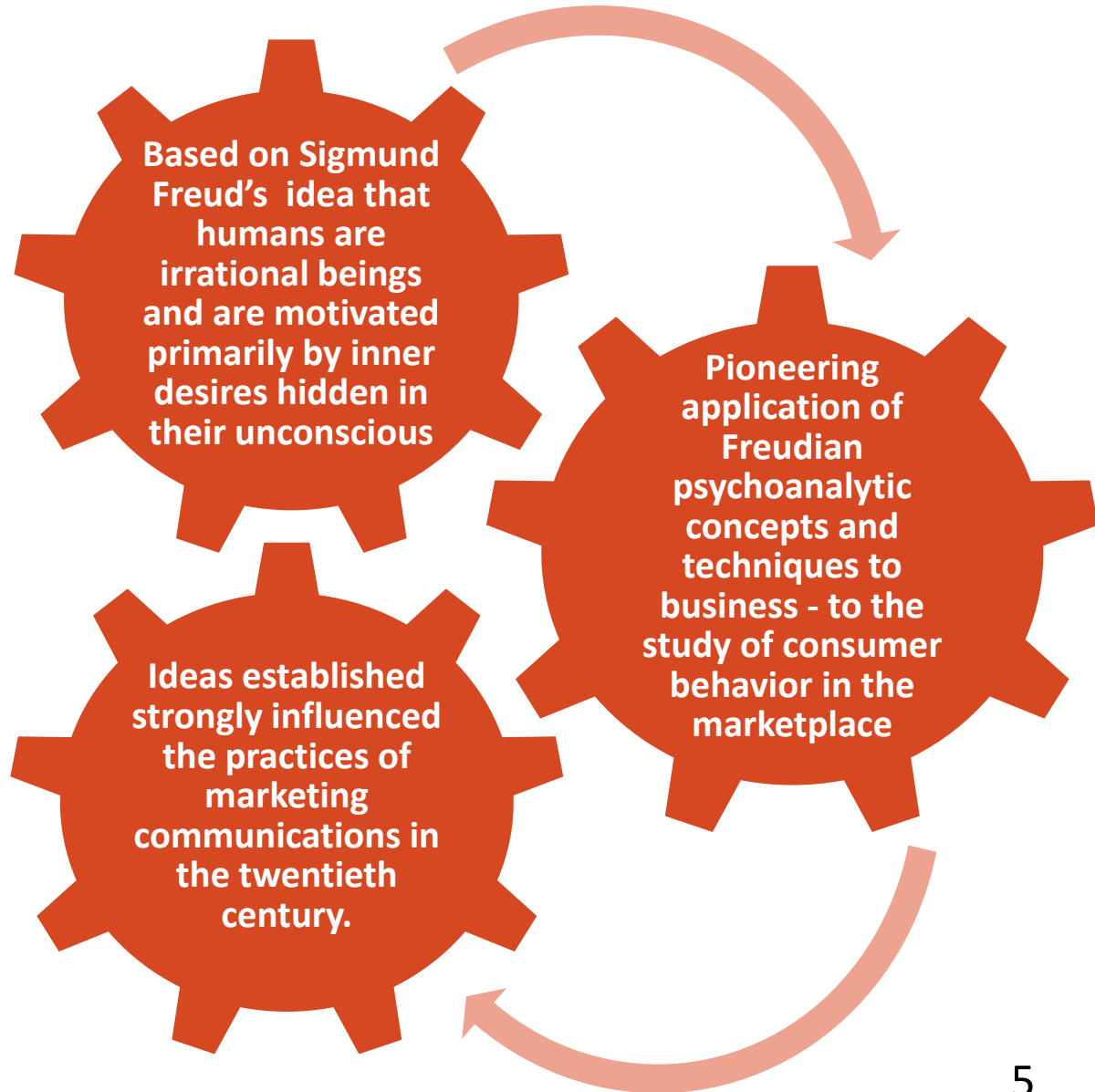
EDWARD BERNAYS PART ONE



THE DEPROGRAMMER
@THEDEPROGRAMMERXX



The Engineering of Consent: Theoretical Construct





“Like Columbus, you can sail west and reach new land by accident. But if you have charts, you can do better; you can arrive at a destination decided upon in advance.”

Edward Bernays

The Engineering of Consent
(1969 ED.)

Stakeholder Relationship Management & Strategic Planning & Research in Communications

Stakeholder Relationship Management



Every organisation has a set of objectives that will impact(or be impacted by) one or more constituencies, or stakeholders



Strategic communications programmes are critical to managing those stakeholder relationships

Communications Architecture Framework: A holistic view of the core communications disciplines

Consider

- -Consider the entire stakeholder landscape;

Anticipate

- Anticipate interactions and relationships within and across our clients' stakeholder groups;

Discover

- Discover the most effective ways to reach and engage stakeholders from a media-neutral perspective;

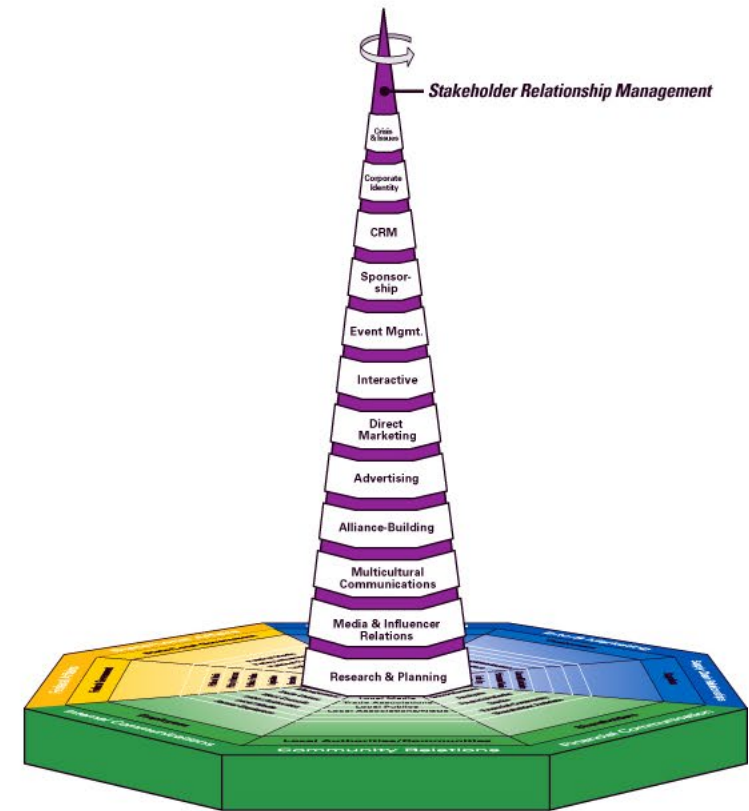
Assess

- Assess the nature of influence - both vertical and horizontal - among all stakeholders;

Determine

- Determine an appropriate scope of communications specialties

Stakeholder Relationship Management & Communications Architecture



The Communications Planning Process

Communications Planning Process

Clarify Client Goals

Assess Client Situation and Context

Identify and Profile Key Stakeholders

Discover Key Insights

Define Communications Objectives

Develop Communications Strategies

Create a Message Platform

Select Communications Tactics

Integrate Measurement & Evaluation

Review, Reassess and Refine

Communications Planning Process: Research-Centric Aspects



Clarify Client Goals



**Assess Client
Situation and
Context**



**Identify and Profile
Key Stakeholders**



**Discover Key
Insights**



**Integrate
Measurement &
Evaluation**



**Review, Reassess
and Refine**

Communications Planning Process: Exploring the research centric aspects

Clarify Client Goals

Purpose



Foundation of every
successful
communications
programme



Critical to understand
client's business or
organization at a
higher level first.

Organizational or business goals



FINANCIAL
PERFORMANCE



REPUTATION



RISK CONTAINMENT

Marketing objectives

Sales and market share

Pricing

Service

Legislation/regulation

Funding

Public attitudes

Image

The Process of Clarifying Client's Goals: Significant input from the client



Discussion with client about their goals and the factors thought to impact them.



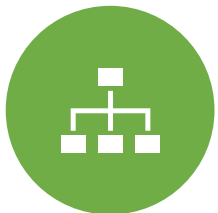
Peruse research, business plans and marketing plans that affect those goals.



Seek to understand client's current or proposed communications programmes



Review the client's mission statement



Is the organization mission-driven, profit-driven, or both?

Pay-off



A clearly articulated list of your client's goals and their relative importance.



Fundamental knowledge of client's business or organizational goals. Insights into client's most important business or organizational goals.

Assess Client Situation & Context

Purpose



Assessment of the client's situation and competitive environment.



Creates a comprehensive picture of the current marketplace and the client's place within it.

Industry Assessment

Major Issues	Key Data	Suggested Sources
<ul style="list-style-type: none">• What factors impact the success or future of organizations in the industry or market sector?• How is the industry or market sector changing, and is the client keeping up?• What are the key business Media and consumer trends?	<ul style="list-style-type: none">• Major industry developments• Key stakeholders• Regulatory, legislative issues• Trends• Media	<ul style="list-style-type: none">• Industry analyst research reports• Business news media• Industry trade associations• Industry trade news media• Online newsgroups, chat rooms, blogs

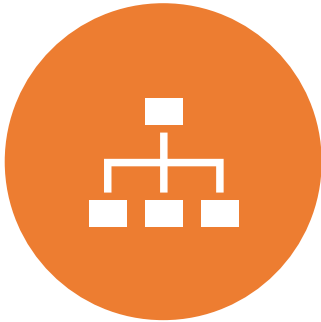
Competitive Assessment

Major Issues	Key Data	Suggested Sources
<ul style="list-style-type: none">• What is the competitive set? What business is the client really in (e.g., family planning, not pharmaceuticals; transportation, not automobiles; knowledge, not software)?• Are there emerging businesses, products or technologies that will have impact?• What are competitors' strengths and weaknesses?• What actions or positions have competitors that may impact the client?	<ul style="list-style-type: none">• Key competitors' strengths, weaknesses• Relevant needs, wants, values• Key stakeholders• Trends• Communications strategies and mix of tactics-	<ul style="list-style-type: none">• Analyst research report• Business news media and books• Industry trade news media• Company Web sites• Online content aggregators• Online newsgroups, chat rooms, blogs, social networking websites• Styles surveys

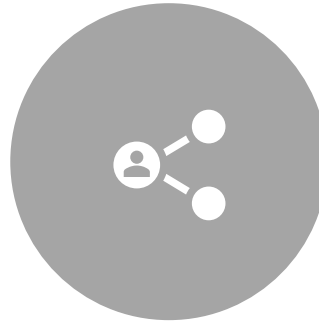
Client Assessment

Major Issues	Key Data	Suggested Source
<ul style="list-style-type: none"> • What is the client's current market situation? • What is the client's current brand or organization identity? • Does the client deliver on its brand promises? • Does it wish (or need) to change its identity? • What are the key competitive advantages and disadvantages in terms of attributes or benefits provided by the client's product or organization? 	<ul style="list-style-type: none"> • Communications strategies and mix of tactics • Associated benefits, attributes, values • Personality • Resources, experience • History/heritage 	<ul style="list-style-type: none"> • Brokerage research • Business news media and books • Company Web sites • Online content aggregators • Online newsgroups, chat rooms, blogs, social networking websites • Industry trade news media • Styles surveys

Pay-off



TOP FACTORS
INFLUENCING THE
INDUSTRY, SEGMENT AND
CLIENT.



DEEPER UNDERSTANDING
OF CLIENT'S BUSINESS
AND BUSINESS
ENVIRONMENT.



PICTURE OF THE CLIENT
WITHIN COMPETITIVE
CONTEXT.

Identify & Profile Key Stakeholders

Purpose



Every client influences (or is influenced by) one or more interested stakeholders.



Stakeholder choices are influenced by several factors



Essential to Identify, analyze and understand all key stakeholders and the forces affecting them.

Identification of Key Stakeholders



Profile of Key Stakeholders

Basic Stakeholder Profile

Stakeholder Differentiators

Stakeholder Role/Client Goals

Pay-off



Comprehensive understanding of relevant stakeholders.



Clear connection between stakeholders and client's business objectives.



Relative importance of stakeholders.

Discover Key Insights

The “A-ha!” moment

*“Genius is
1%
inspiration
and 99%
perspiration.”*

Thomas Edison



Uncovering Key Insights



Obtain inspiration that will drive the communications program and generate effective strategies, define important messages and inspire creative tactics.



Point of inspiration, for uncovering key insights that will drive your communication program's objectives, strategies and tactics

SWOT Analysis:
Inspiring Key
Insights

Strengths

Weaknesses

Opportunities

Threats

SWOT Analysis: Issues to consider

Consistency in the client's "image" campaign with consumers with the earned media coverage of its relationship with its employees?

The balance in the client's "relationship" resources across public affairs, corporate affairs and marketing stakeholders

Possibility of the client creating more synergy between its relationship with consumers and the relationship with policy makers

Surprising learnings about the client's product or issue that was surprising

What the client offer that no one else in its category can offer

SWOT Analysis: Issues to consider cont'd....

What the target stakeholder group(s) want more than anything. Is there an unmet need in this category? Is there anything people want that no one currently offers?

Client's competitor that has had the most success in the past

What the stakeholder really wanted to hear

Characterization of the client's vertical and horizontal influence? Does better integration of vertical and horizontal influence create an opportunity to engage stakeholders or gain competitive advantage?

Where is the market is going from here? How will it be different in the future? How will your client's product or issue speak to that difference?

The Insights (Simple, clear statements)

Relevant - something meaningful and important for the achievement of your client's goals

Original - a unique or novel perspective, a new way of looking at things that will fuel creativity

Impactful - move stakeholders to the desired action

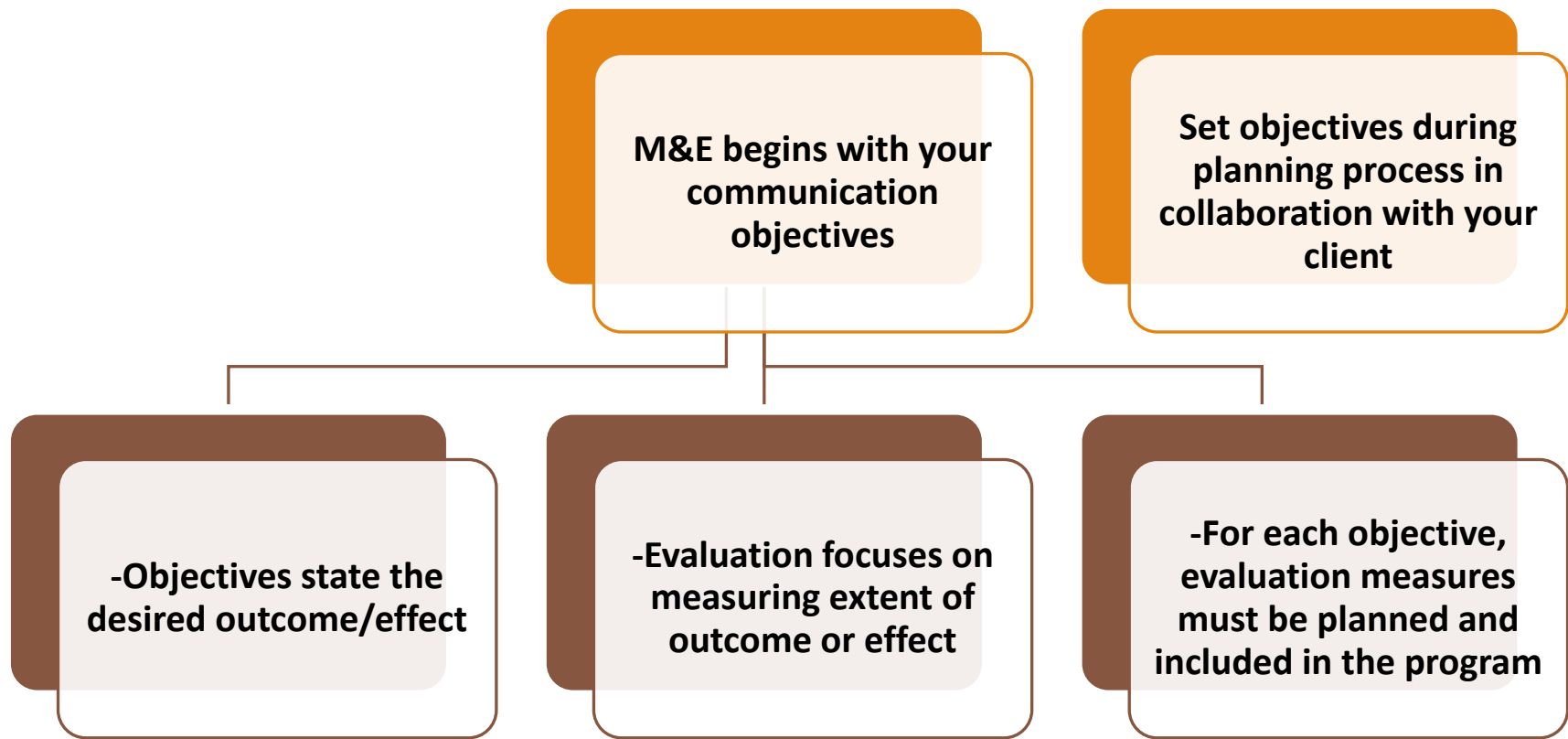


Pay-off

Several key insights that will drive your communications programme.

Measurement & Evaluation (M&E)

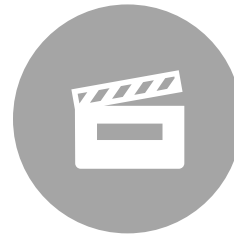
The What: Defining M&E



The What: Defining M&E



More than media clips
& mentions!



**Impact = Reach +
Message + Receptivity
(Aperture) + Action**



PR tends to focus on
measuring these 3
areas



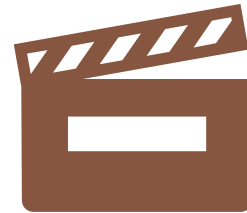
However, must also
measure **action**

The Why: Making the Case for M&E



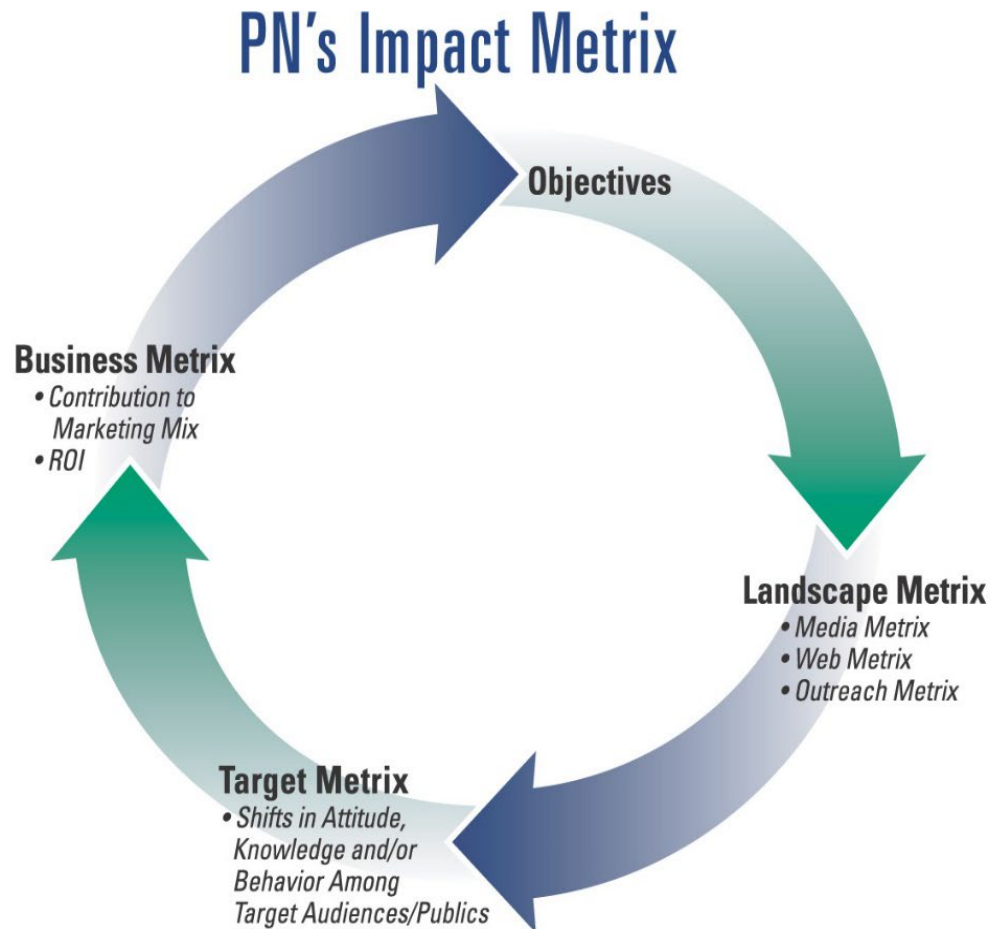
Clients demand it!

- ROI moves beyond calculating reach to measuring action



**Impact=Reach + Message +
Receptivity (Aperture) + Action**

The How: Impact Metrix



The How: Digging Into the Toolbox

Identify

Identify specific role your programme plays in marketing/communication mix.

- Try to differentiate it from other elements, such as advertising or sales

Establish

Establish tracking mechanisms

- Work with client to identify available data and/or develop specific calls to action (e.g., dedicated email address toll-free number, or promotional codes)

The How: Digging Into the Toolbox

Identify existing information and resources to set benchmarks.

- Search for existing information about audience attitudes and beliefs at outset of program; relationship between share price and reputation; etc.
- Search for existing knowledge regarding current level of customer inquiries, media coverage, etc.



M&E Toolbox: A Closer Look

Impact Matrix	Methods
Landscape Matrix	<ul style="list-style-type: none">• Media analysis• Events assessment• Collateral materials• Analytics
Target Matrix	<ul style="list-style-type: none">• Stakeholder Surveys
Business Matrix	<ul style="list-style-type: none">• “Lead” Tracking• Market Tests• Sales Mapping

Analytics: Some Guiding Principles

One size does not fit all

- Out -of -the -box, fully automated sentiment and categorization listening tools miss the nuance of how people talk about our clients

Better data leads to better results

- Additional rigor in categorization and spam filtering provides a clearer picture of the conversation for our clients

• Google Translation isn't enough

- Only native language speakers can capture local market characteristics

Numbers need context

- local market behavior and historical/competitive results

Pay-Off

Focused, relevant strategies and tactics.

Proof of results.

Input to evolve programs moving forward

Review Reassess & Refine



*“Plans are nothing;
planning is
everything.”*

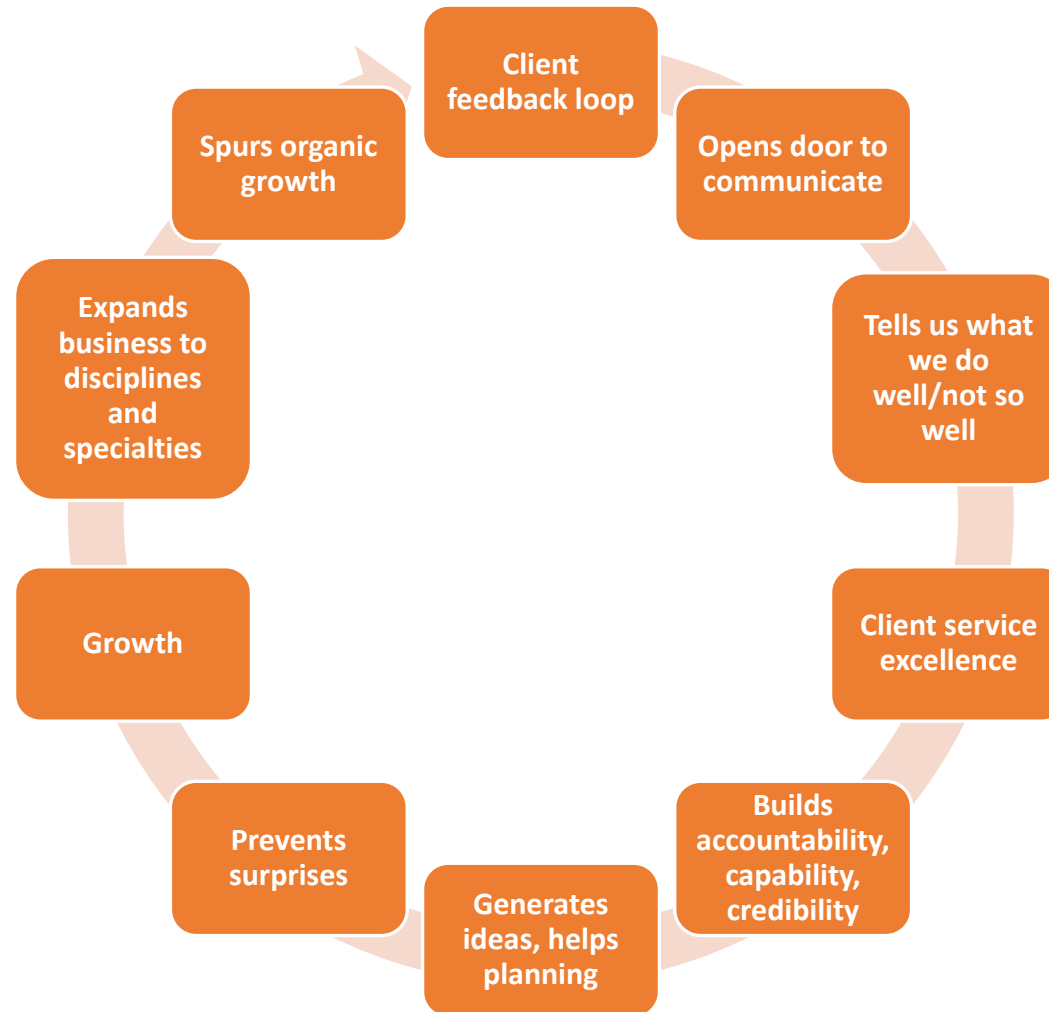
- U.S. PRESIDENT
DWIGHT D. EISENHOWER



Pay-off

- Communications plans are rarely finished.
- No plan is ever final
- Planning isn't truly done until all the goals are either reached or acknowledged to be impossible.
- Strategic Planning & Research is a continuous process

Continuous Reviews: Integral to the Research & Planning Process



Discussion