CASE STUDIES IN STRATEGIC PUBLIC RELATIONS

Dr. Kathleen Martinelli
San Jose State University
AJEEP

AJEEP
Case Studies in Strategic Public Relations

Course Description

This course involves case studies focusing on the problems and challenges faced by a variety of organizations. Practical application of creative problem solving, theory and research about "real world" situations will be used.

Course Goals and Student Learning Objectives

Upon completion of this course you will be able to apply the public relations RACE model to the analysis of any public relations case. You also will be able to demonstrate a basic understanding of the public relations concepts concerning building relationships with the following groups: employees, consumers, and communities. A basic understanding of crisis management and public affairs also will be obtained through this course.
1. To learn to apply the basic RACE model to analyze specific cases by the third class meeting.
2. To learn the basic concepts of employee, consumer, and community relations by the end of the third class.
3. To be able to evaluate organizations' use of crisis response strategies by the end of the sixth class.

Course Content Learning Outcomes

Upon successful completion of this course, students will be able:

1. To demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity.
2. To think critically, creatively and independently.
3. To conduct research and evaluate information by methods appropriate to the public relations profession.
4. To write correctly and clearly in forms and styles appropriate to the public relations profession.

Required Text

There is no textbook required for this class, but students who are interested in more in-depth examination of cases, may purchase Swann, Patricia, 2010, *Cases in Public Relations Management*, New York: Routledge. ISBN13: 978-0-415-87893-7 (paperback); ISBN13: 978-0-203-85136-4 (ebook).

Assignments and Grading Policy

Students will write four 3 or 4 page papers during the semester. Papers will be graded on quality of writing, creativity, ability to apply the RACE model to situations. Remember, there is no "right" or "wrong" answer for how to handle a public relations situation, the point is to apply the model to a case question demonstrating your understanding of the public relations concepts discussed in class.

• Written analysis applying the first three phases of the RACE model (RAC) to an employee relations case handed out in class 2 and due at the beginning of Class 3. (SLO 01, 02) Value: 50 pts.

• Written analysis applying the RACE model to Consumer Relations case assigned during Class 3 and due at the beginning of Class 4. (SLO 01, 02) Value: 50 pts.

• Written Analysis of Community Relations case focusing on CE phases of RACE model. Assigned during Class 4 and due at the beginning of Class 5. (SLO 01, 02) Value: 50 pts.

• Written analysis of a Crisis Management case using the ACE phases of the RACE model handed out during class 6 and due one week later. (SLO 01, 03) Value: 50 pts.

• Final Examination, Date to be determined. (SLO 01, 02, 03) 150 pts.

There are 350 points possible in the course. The following is the final grading scale for the course.

339-350	A+	268-279	C+
328-338	A	257-267	C
315-327	A-	245-256	C-
304-314	B+	233-244	D+
293-303	B	222-232	D
280-292	B-	210-221	D-
		0-209	F

Case Studies in Strategic Public Relations/Course Schedule

Class	Date	Topics, Readings, Assignments, Deadlines
1	August 22	Introduction to Public Relations Case Studies, RACE Model, Code of Ethics
2	August 29	Topic: Employee Relations, Hand out Employee Relations Assignment (Due Sept. 5)
3	September 5	Topic: Consumer Relations Hand out Consumer Relations Assignment (Due Sept. 12); Turn in Employee Relations Assignment
4	September 12	Topic: Community Relations Hand out Community Relations Assignment (Due Sept. 19) Turn in Consumer Relations Assignment
5	September 19	Topic: Government Relations/Public Affairs Turn in Community Relations Assignment
6	September 26	Topic: Crisis Management Hand out Crisis Management Assignment (Due Oct. 3)
Final Exam	October 3	Comprehensive Final Examination covering all course material

Schedule is subject to change with fair notice. Changes will be announced in class.

AJEEP
Case Studies in Strategic Public Relations
Class Binder Contents

Course Syllabus

Class 1 Lecture: Course Introduction

Class 1: PowerPoint Slides

Class 1 Handout: Public Relations Society of America Member Code of Ethics

Class 2 Lecture: Employee Relations

Class 2: PowerPoint Slides

Class 2: Employee Relations Assignment

Class 3 Lecture: Consumer Relations

Class 3: PowerPoint Slides

Class 3: Consumer Relations Assignment

Class 4 Lecture: Community Relations

Class 4: PowerPoint Slides

Class 4: Community Relations Example Handout & Community Relations Assignment

Class 5 Lecture: Government Relations

Class 5 Handout & PowerPoint Slides

Class 6 Lecture: Crisis Management

Class 6: PowerPoint Slides

Class 6: Crisis Management Assignment

Final Examination

Case Studies in Strategic Public Relations
Key Words

1. RACE Model
2. Motivational and Informational Objectives
3. Employee Relations
4. Employee Morale
5. Consumer Relations
6. Customer Satisfaction
7. Community Relations
8. Corporate Social Responsibility
9. Cause-Related Marketing
10. Corporate Philanthropy
11. Activist Groups
12. Governmental Relations
13. Direct Lobbying
14. Grassroots (Indirect) Lobbying
15. Crisis Management
16. Risk Assessment
17. Environmental Scanning

Public Relations Case Studies

Class Session 1: Introduction to the Course

It is always a good idea to begin with a definition of our topic, which is public relations. While there are numerous definitions floating around, one that seems to encompass most of the key words that appear in today's definitions is from Glen Cameron of the University of Missouri:

"The strategic management of competition and conflict for the benefit of one's own organization–and when possible–also for the mutual benefit of the organization and its various stakeholders or publics."

This case studies course will provide you with an introduction to the use and value of case studies in learning about the practice of public relations. So, what is a case studies course all about?

Since we can't personally experience everything that might happen to a business or other type of organization, we use case studies to look at the experiences of different organizations and examine how they approached and handled various challenges and opportunities.

During this course, we will focus on the public relations process, discuss various types of public relations–such as employee relations and crisis management–and apply a model of the public relations process to various situations.

Throughout these lessons it will be important to think of public relations as a process. It is a program of activities that takes place over time, rather than as a single communication effort that happens once and then is forgotten.

For example, if the goal of your organization is to improve employee motivation and productivity in the workplace, simply holding a dinner to honor employees is not going to accomplish much.

Instead an organization should design a full campaign to deal with the problem. Such a campaign would involve:

• Research on why employee motivation at your company is low

• Use of that research to establish objectives to be accomplished by the campaign's end

• A program of actions and activities designed to reach those objectives

• And finally, an evaluation of the end result–which will answer the question: "Were we successful?"

Review of the Public Relations Process

Before examining the cases, it is important to review a few things about public relations. I spoke earlier about the public relations **process**. A basic model of this process is known as the RACE model. The handy acronym stands for:

Research

Action

Communication

Evaluation

During the Research phase, we determine what is the problem or situation; the Action plan is to strategize on what to do about it; Communication is how the public will be told; and Evaluation is measuring whether the communication reached the audiences and if it was effective.

Research

Just a few of the ways research is used in public relations include: to identify the problem, to define audiences, to formulate strategy, to test messages, to prevent crises, to sway public opinion, and to measure success.

Types of research include primary and secondary research. In **primary research**, new, original information is generated. Primary research can include conducting in-depth focus groups and interviews, surveys and polls.

Secondary research involves using existing information in books, existing polls, magazines, web sites and online databases.

The information gained from the research is then used as the basis for planning the program, the Action Phase.

Action

In this phase, the organization makes plans to do something. Strategic thinking is used for the following:

1. to set objectives—what is to be accomplished through the campaign
2. to develop communication strategies and tactics to achieve the objectives

3. and to determine how results will be measured.

What are objectives?

Objectives:

• Are stated in terms of outcomes

• Should be linked to the organization's objectives

• There are two kinds of objectives: Informational and Motivational

• Campaigns commonly have both types.

Informational objectives can be designed to increase knowledge or awareness and to distribute key messages.

An example of an informational objective would be: "To increase brand recognition among working mothers by 30% in six months."

Two important things to note are that this objective is time-bound & measurable. It says how long the campaign will run–6 months–and how much improvement is expected for the campaign to be successful–30 percent.

Motivational objectives involve changing attitudes & influencing behavior.

These are usually harder to accomplish than informational objectives.

Motivational objectives are bottom-line oriented, which means they are tied to the financial success of the organization. They also are based on quantifiable results.

An example of a motivational objective is: "To build consumer sales and market share by 10% in 6 months."

Again there is a set time period for the campaign, and a definite goal that can be measured and quantified by sales figures.

Strategies

Strategies, part of the Action phase, *describe how, in concept, an objective is to be achieved*

A strategy offers a rationale for the tactics to be implemented. A plan can have one or more strategies.

For this example, I will use a nonprofit organization called Habitat for Humanity. This organization uses community volunteers and donors to build

housing for deserving families who would not otherwise have their own home.

Strategies should be linked back to objectives. For example, if the objective is:

To increase the number of people who volunteer for Habitat for Humanity by 10 percent in six months–a motivational objective. Two strategies could be:

Number 1: To inform community members about Habitat for Humanity's volunteer needs using traditional and online media. This tells us by what means the objective will be accomplished.

Strategy number 2: To develop a partnership with San Jose State University students & faculty. The partnership is designed to result in more volunteers.

The Communication Phase in the RACE model

Tactics are the communication phase. Just like the strategies are linked back to the objectives, the tactics are the communication actions that will be used to carry out the strategies.

For example, for strategy 1, some tactics could be:

Develop a Facebook page,

Write a feature story for the San Jose *Mercury News*

Schedule an interview for the local Habitat director on a local television show

Another interview for a local radio station

Hold a special event that includes signing up volunteers.

The tactics for this Habitat for Humanity example are designed to inform and persuade people to get involved in the organization's efforts by becoming volunteers.

The Fourth Phase of the RACE Model is Evaluation.

Evaluation does not have to be limited to the conclusion of a campaign, but also can be built into an ongoing campaign to measure how well tactics are working. If they are not working well, changes can be made to ensure a successful final outcome.

Again, just as we did with strategies, we look back to the objectives to help us determine what we are measuring to gauge success. The simplest measure here is counting the number of volunteers that result from this campaign. If we meet or exceed our goals—then the campaign was successful.

If we don't meet our goals, then we should look at the campaign to determine what worked and what didn't, so we can do it better next time.

To recap today's key points:

• Public Relations is a process

• A model of the public relations process is the RACE model: Research, Action, Communication, Evaluation

• Two types of objectives are motivational and informational

Conclusion

In public relations, just like in advertising, practitioners have particular audiences they are trying to reach. They don't just send out information and hope it reaches some people who matter, but media are selected based upon listeners', viewers' and participants' characteristics.

For instance, if you are trying to reach successful business women, daytime television or men's magazines are not likely to be effective ways to communicate.

Most case studies textbooks are arranged based on the audiences that public relations practitioners try to reach and build relationships with. These audiences may include the media, government, communities, consumers, investors, and internal audiences–such as employees. Sometimes, such as during crises, practitioners are reaching out to more than one audience.

During the next five sessions, we will cover cases in consumer relations, crisis communications, employee relations, community relations, and government relations.

Public Relations Definition

"The strategic management of competition and conflict for the benefit of one's own organization–and when possible–also for the mutual benefit of the organization and its various stakeholders or publics"

--Glen Cameron

Public relations as a process

- Activities take place over time
- The RACE model of PR process
  - Research
  - Action
  - Communication
  - Evaluation

Research in PR process

- Primary research--new, original information
  - Focus groups
  - In-depth interviews
- Secondary research--Using existing information
  - Books, polls, websites, etc.

Action phase in PR process

- To set objectives
- To develop communication strategies
- To develop communication tactics
- To determine how results will be measured

Objectives

- Stated in terms of outcomes
- Should be linked to the organization's objectives
- There are 2 kinds of objectives
  - Informational
  - Motivational
- Campaigns typically have both types

Informational objectives

- To increase knowledge or awareness
- Example: “To increase brand recognition among working mothers by 30% in six months”
- Timebound--6 months
- Measurable--by 30%

Motivational Objectives

- Involve changing attitudes & influencing behavior
- Bottom-line oriented
- Based on quantifiable results
- Example: “To build consumer sales and market share by 10% in 6 months”

Strategies in action phase

- Describe how--in concept--an objective will be achieved
- Offers rationale for tactics
- Plans have one or more
- Link strategies to objectives

Habitat for Humanity example

- Objective: To increase the number of people who volunteer for HH by 10% in 6 months
- Strategy 1: To inform community members about HH's volunteer needs using traditional and online media
- Strategy 2: To develop a partnership with San Jose State University students and faculty

Communication phase in process

- Tactics are the communication phase
- HH example: Strategy 1 tactics:
  - Facebook page
  - Feature story for San Jose newspaper
  - Interview for HH director on local TV
  - Same on local radio
  - Special event to sign volunteers

Evaluation phase of process

- Look back to objectives
- Match measurement to objectives
- Example: count number of new volunteers
- Meet goals--campaign is a success

Summary

- PR is a process
- RACE model of PR process
- Two types of objectives
  - Informational
  - Motivational

Preamble

Public Relations Society of America Member Code of Ethics 2000

- Professional Values
- Principles of Conduct
- Commitment and Compliance

This Code applies to PRSA members. The Code is designed to be a useful guide for PRSA members as they carry out their ethical responsibilities. This document is designed to anticipate and accommodate, by precedent, ethical challenges that may arise. The scenarios outlined in the Code provision are actual examples of misconduct. More will be added as experience with the Code occurs.

The Public Relations Society of America (PRSA) is committed to ethical practices. The level of public trust PRSA members seek, as we serve the public good, means we have taken on a special obligation to operate ethically.

The value of member reputation depends upon the ethical conduct of everyone affiliated with the Public Relations Society of America. Each of us sets an example for each other - as well as other professionals - by our pursuit of excellence with powerful standards of performance, professionalism, and ethical conduct.

Emphasis on enforcement of the Code has been eliminated. But, the PRSA Board of Directors retains the right to bar from membership or expel from the Society any individual who has been or is sanctioned by a government agency or convicted in a court of law of an action that is not in compliance with the Code.

Ethical practice is the most important obligation of a PRSA member. We view the Member Code of Ethics as a model for other professions, organizations, and professionals.

PRSA Member Statement of Professional Values

This statement presents the core values of PRSA members and, more broadly, of the public relations profession. These values provide the foundation for the Member Code of Ethics and set the industry standard for the professional practice of public relations. These values are the fundamental beliefs that guide our behaviors and decision-making process. We believe our professional values are vital to the integrity of the profession as a whole.

ADVOCACY

We serve the public interest by acting as responsible advocates for those we represent. We provide a voice in the marketplace of ideas, facts, and viewpoints to aid informed public debate.

HONESTY

We adhere to the highest standards of accuracy and truth in advancing the interests of those we represent and in communicating with the public.

EXPERTISE

We acquire and responsibly use specialized knowledge and experience. We advance the profession through continued professional development, research, and education. We build mutual understanding, credibility, and relationships among a wide array of institutions and audiences.

INDEPENDENCE

We provide objective counsel to those we represent. We are accountable for our actions.

LOYALTY

We are faithful to those we represent, while honoring our obligation to serve the public interest.

FAIRNESS

We deal fairly with clients, employers, competitors, peers, vendors, the media, and the general public. We respect all opinions and support the right of free expression.

PRSA Code Provisions

FREE FLOW OF INFORMATION

Core Principle Protecting and advancing the free flow of accurate and truthful information is essential to serving the public interest and contributing to informed decision making in a democratic society.

Intent:

To maintain the integrity of relationships with the media, government officials, and the public.

To aid informed decision-making.

Guidelines:

A member shall:

Preserve the integrity of the process of communication.

Be honest and accurate in all communications.

Act promptly to correct erroneous communications for which the practitioner is responsible.

Preserve the free flow of unprejudiced information when giving or receiving gifts by ensuring that gifts are nominal, legal, and infrequent.

Examples of Improper Conduct Under this Provision:

A member representing a ski manufacturer gives a pair of expensive racing skis to a sports magazine columnist, to influence the columnist to write favorable articles about the product.

A member entertains a government official beyond legal limits and/or in violation of government reporting requirements.

COMPETITION

Core Principle Promoting healthy and fair competition among professionals preserves an ethical climate while fostering a robust business environment.

Intent:

To promote respect and fair competition among public relations professionals.

To serve the public interest by providing the widest choice of practitioner options.

Guidelines:

A member shall:

Follow ethical hiring practices designed to respect free and open competition without deliberately undermining a competitor.

Preserve intellectual property rights in the marketplace.

Examples of Improper Conduct Under This Provision:

A member employed by a "client organization" shares helpful information with a counseling firm that is competing with others for the organization's business.

A member spreads malicious and unfounded rumors about a competitor in order to alienate the competitor's clients and employees in a ploy to recruit people and business.

DISCLOSURE OF INFORMATION

Core Principle Open communication fosters informed decision making in a democratic society.

Intent:

To build trust with the public by revealing all information needed for responsible decision making.

Guidelines:

A member shall:

Be honest and accurate in all communications.

Act promptly to correct erroneous communications for which the member is responsible.

Investigate the truthfulness and accuracy of information released on behalf of those represented.

Reveal the sponsors for causes and interests represented.

Disclose financial interest (such as stock ownership) in a client's organization.

Avoid deceptive practices.

Examples of Improper Conduct Under this Provision:

Front groups: A member implements "grass roots" campaigns or letter-writing campaigns to legislators on behalf of undisclosed interest groups.

Lying by omission: A practitioner for a corporation knowingly fails to release financial information, giving a misleading impression of the corporation's performance.

A member discovers inaccurate information disseminated via a website or media kit and does not correct the information.

A member deceives the public by employing people to pose as volunteers to speak at public hearings and participate in "grass roots" campaigns.

SAFEGUARDING CONFIDENCES

Core Principle Client trust requires appropriate protection of confidential and private information.

Intent:

To protect the privacy rights of clients, organizations, and individuals by safeguarding confidential information.

Guidelines:

A member shall: Safeguard the confidences and privacy rights of present, former, and prospective clients and employees.

Protect privileged, confidential, or insider information gained from a client or organization.

Immediately advise an appropriate authority if a member discovers that confidential information is being divulged by an employee of a client company or organization.

Examples of Improper Conduct Under This Provision:

A member changes jobs, takes confidential information, and uses that information in the new position to the detriment of the former employer.

A member intentionally leaks proprietary information to the detriment of some other party.

CONFLICTS OF INTEREST

Core Principle Avoiding real, potential or perceived conflicts of interest builds the trust of clients, employers, and the publics.

Intent:

To earn trust and mutual respect with clients or employers.

To build trust with the public by avoiding or ending situations that put one's personal or professional interests in conflict with society's interests.

Guidelines:

A member shall:

Act in the best interests of the client or employer, even subordinating the member's personal interests.

Avoid actions and circumstances that may appear to compromise good business judgment or create a conflict between personal and professional interests.

Disclose promptly any existing or potential conflict of interest to affected clients or organizations.

Encourage clients and customers to determine if a conflict exists after notifying all affected parties.

Examples of Improper Conduct Under This Provision:

The member fails to disclose that he or she has a strong financial interest in a client's chief competitor.

The member represents a "competitor company" or a "conflicting interest" without informing a prospective client.

ENHANCING THE PROFESSION

Core Principle Public relations professionals work constantly to strengthen the public's trust in the profession.

Intent:

To build respect and credibility with the public for the profession of public relations.

To improve, adapt and expand professional practices.

Guidelines:

A member shall: Acknowledge that there is an obligation to protect and enhance the profession.

Keep informed and educated about practices in the profession to ensure ethical conduct.

Actively pursue personal professional development.

Decline representation of clients or organizations that urge or require actions contrary to this Code.

Accurately define what public relations activities can accomplish.

Counsel subordinates in proper ethical decision making.

Require that subordinates adhere to the ethical requirements of the Code.

Report practices not in compliance with the Code, whether committed by PRSA members or not, to the appropriate authority.

Examples of Improper Conduct Under This Provision:

A PRSA member declares publicly that a product the client sells is safe, without disclosing evidence to the contrary.

A member initially assigns some questionable client work to a non-member practitioner to avoid the ethical obligation of PRSA membership.

PRSA Member Code of Ethics Pledge

I pledge:

To conduct myself professionally, with truth, accuracy, fairness, and responsibility to the public; To improve my individual competence and advance the knowledge and proficiency of the profession through continuing research and education; And to adhere to the articles of the Member Code of Ethics 2000 for the practice of public relations as adopted by the governing Assembly of the Public Relations Society of America.

I understand and accept that there is a consequence for misconduct, up to and including membership revocation.

And, I understand that those who have been or are sanctioned by a government agency or convicted in a court of law of an action that is not in compliance with the Code may be barred from membership or expelled from the Society.

_____

Signature

_____

Date

Public Relations Case Studies

Class Session 2: Employee Relations

Today's topic is about building relationships with employees.

Employees can be looked at as a company's ambassadors. They carry the organization's story to the outside world—friends, family, the community, the media and even the online world. Because of their reach, organizations focus just as much effort on communicating with employees as they do with external audiences.

Good management of an organization is often measured by the quality of communication within the organization. Management, human resources and public relations have the task of developing an environment in which employees want to work and thrive.

But it's more than happy employees. When an organization pays attention to the welfare of its employees, it benefits too—research shows that satisfied employees can be more productive and produce higher quality work. The ultimate result can be increased profit.

The way a company treats its employees can also influence consumers. A study by PR firm Fleishman-Hillard and the National Consumers League found that 76% of American consumers said they believed that a company's treatment of its employees plays a big role in consumer purchasing decisions.

Having a satisfied workforce also helps attract and retain high quality employees who want to stay with the company. Since it costs more to hire and train new employees than it does to retain existing employees, employee relations can be a profitable enterprise.

According to the book, *Public Relations: The Profession and the Practice*, PR can make three contributions to a productive workplace culture.

1. **Help create organizational communication policy based on organizational goals.**
2. **Help design and implement organizational change programs.**
3. **Provide effective employee communications programs.**

In terms of the first contribution, helping create organizational communication policy:

Ideally, employees understand the basic policies that spell out company expectations. For instance, companies should have basic policies that govern employee use of company computers and use of the Internet during work hours—including web surfing and downloading of objectionable materials. Blogs and personal websites, even if owned and operated from a home computer, can create problems if the employee is communicating about the company—especially if that information is confidential.

There was a case several years ago when John Mackey, the CEO of the natural organic food chain Whole Foods was blogging under an invented name. In his blogs he made negative comments about the quality of a competitor—Wild Oats--a competitor his company had agreed to buy. The effect was a decrease in the value of the competitor's stock. The story became public when the Federal Trade Commission filed suit to block the takeover of Wild Oats on antitrust grounds. As a result, the Whole Foods CEO eventually said he would stop blogging and established a policy at the company about employee blogging.

It sounds like an extreme case, but there are also cases in which employees have been fired for their online activities.

But these firings have not always been upheld.

In one case, the National Labor Relations Board, which investigates unfair labor practices, filed a complaint against a company that fired a worker because of what she posted on her Facebook page.

The employee had posted a negative comment about her boss on her Facebook page from her personal computer on personal time. She was suspended and then fired for violating the company's Internet policies.

The National Labor Relations Board said that the employee's Facebook postings were a protected free speech activity and that the company's Internet and blogging policy contained illegal provisions.

This doesn't mean employees can post anything they want on Facebook—if they libel or slander or post comments about individuals not related to their work environment, it is not protected. What is protected is that employees have the right to discuss working conditions and posting their opinions on these conditions is protected. But employers can restrict use

of company equipment and spending company time on non-work activities.

The second public relations contribution, designing and implementing organizational change programs is important because organizations are constantly changing. A change can be anything from a new building or product to a new CEO or layoff. The key is to keep employees informed and supportive of changes, which can impact the organization's survival.

Third, providing effective employee communication programs, is essential. Communication programs help employees understand policies and changes that affect them, educate them about management actions or safety matters, give credit for employee contributions and keep employees informed during a crisis.

Effective communication should be two-way, with the public relations people carrying employee opinions, ideas and concerns to management, as well as carrying management plans to employees.

Employee feedback can be gathered through face-to-face meetings, focus groups and questionnaires. In any case, management understanding of employee concerns and input can help make change go more smoothly. It can also alert management to potential future problems that might result from employee discontent in the workplace. Knowledge of these problems can help management head off bigger problems that could severely affect workplace productivity, and therefore company profits.

There are several things organizations can do to increase employee morale.

• The first step is for the employer to recognize the value of employees. Employees shouldn't be looked at as replaceable. As mentioned earlier, it can be very costly to advertise, interview and train replacements.

• Employees also need to be shown they are appreciated. Recognizing employee accomplishments verbally can go a long way toward increased morale.

• Employee perks also are a good idea—such as cash bonuses, free lunches, specialized training to help them move ahead. Find out from employees what types of prizes they would value—then create bonuses—such as cash, company cars or other items of value that employees can work toward. This helps them feel valued.

• The physical atmosphere of the workplace also can make a difference. If the building is dreary and lacks light, it can be depressing. Paint colors and light can brighten it up. But if employees are working in the warehouse, this might not be possible. So a nice break room where employees can relax, talk and eat can be helpful.

• Employers should find ways to encourage communication between employees and management. If they feel comfortable to express their opinions, they can make valuable suggestions about how to improve work conditions. There should be a genuine effort on the part of management to listen.

• Make sure the values and ethics of the company are those employees can be proud of.

• If the company can afford it, life can be more pleasant for employees if they have flexible work schedules, work-from-home, gym memberships and on-site daycare.

• Another suggestion would be for managers to walk around and talk to employees, smile and find out what they do. Showing you care goes a long way toward creating a happy workplace.

Now that you have an idea about effective employee relations, you will do a take-home exercise on applying the RACE model to employee relations. (See assignment for employee relations—class 2.)

Employee Relations

Building relationships with employees

Employees

- The organization's ambassadors
- Satisfied employees
  - More productive
  - Produce higher quality work
  - Increased profit
  - Help attract high quality employees

PR's three contributions to workplace culture

- Help create organizational communication policy
- Help design & implement organizational change
- Provide effective employee communication programs

Contribution 1: communication policy

- Employees should understand basic policies on employer expectations
- Use of company computers and other technology
- 2 Examples:
  - Whole Foods
  - Facebook posts

Contribution 2: organizational change

- Organizations change constantly
  - New buildings, new CEO, layoff
- Keep employees informed & supportive
- Affects company survival

Contribution 3: Effective employee communication programs

- Help employees understand policies
- Two-way communication is effective
- Feedback can alert company to problems
- Management can head off bigger problems

Ways to increase employee morale

- Recognize value of employees
- Show them they’re appreciated
- Employee perks
- Physical atmosphere of workplace
- Encourage communication between management & employees
- Values & ethics of company
- Flexible work schedules, etc.
- Managers should talk to employees casually

Employee Relations Exercise

Class 2

Read the following situation and answer the questions from a public relations perspective using the RACE model. Your written paper should be 3 pages (typed). It is due at the beginning of the next class meeting. 50 points

You are the public relations department for a chain of four local stores, Buy-Mart. Recently employees have been taking more sick days and the stores have been receiving complaints from customers about rude treatment by store employees. In fact, some customers have been so upset they have told store managers they will shop at a competitor's instead.

The managers of the various departments in the four stores met with the chain's president to discuss the problems. They said they are fed up with employees' behavior and advise the president to terminate the employees immediately. The president is reluctant to take such drastic steps without looking for the cause of the problem, and says he is hopeful to turn things around and wants to wait until the annual performance reviews in three months. While the managers are still there, he calls in the public relations department to discuss the situation.

He has given you the task of coming up with an employee relations program. He wants to see your ideas in one week.

1. What will be your first steps in terms of research? How do you plan to get to the root of the problem? Be specific about how you will do the research and types of questions you would ask. Keep in mind you need the information soon, so you can then set goals, so you only have a few days to do the research.
2. Develop one or two objectives for your campaign—what you want to achieve.
3. Develop at least one campaign tactic. An action you would carry out—such as an event or other action that will help you reach your objectives.

Public Relations Case Studies

Class Session 3: Consumer Relations

Consumer Relations is focused on two areas:

1. Supporting marketing communication efforts to build consumer demand for products and services, and
2. Maintaining mutually beneficial and lasting relationships between the organization and consumer.

Customer satisfaction is important because of word of mouth—according to surveys, a person who has a bad experience shares his or her story with an average of 17 people, whereas a person with a good experience will tell an average of 11 people.

In addition, a study by the Wharton School of Business at the University of Pennsylvania found that more than 50 percent of Americans said they would not shop in a store if a friend had a bad shopping experience there.

What's more, the reach of the Internet allows individuals to quickly raise an issue and organize others around the world who don't even know each other into an activist group. A single person can stir up enough attention to make it look like there are many people behind the effort.

What can result is a lot of unwanted negative publicity and unhappy customers.

At our last meeting, we discussed how dissatisfied employees are able to influence consumer opinion about an organization's products or services. And if that opinion is negative, customers don't buy from you.

So it is easy to see why consumer relations is important—it obviously feeds directly into the bottom line—the profit of a company.

From the standpoint of the RACE model, in consumer relations Research concentrates on the organization's relationship with its consumers. Part of that relationship is about reputation. A good reputation is created and destroyed by everything an organization does, from the way it manages employees to the way it handles conflicts with groups such as consumers.

Companies realize the importance of paying attention to consumers. They keep track of and analyze customer complaints. That can be done in several ways, including the following:

• logging phone calls made by customers

• analyzing customer communication on the company website—the "Contact us" section is useful for this

•having employees pay attention to what customers are telling them in the store

• looking at product returns and what customers are saying about the return.

Sometimes paying attention to the complaints is vital, because they foreshadow a crisis. By monitoring customer concerns a company can prevent greater problems.

Intel Example

For example, the company Intel first denied there was a problem with its Pentium chip. Some users reported the chip did not perform some mathematical calculations correctly. The problem was noticed by computer engineers and programmers, so the company decided to ignore it.

Intel's campaign at the time was *Intel Inside*. The phrase appeared on IBM computers that had the Pentium chip inside. Complaints continued, so Intel admitted there was a problem, but tried to shift the blame to IBM and other computer manufacturers—saying these companies should be the ones to replace the faulty chips, since the chips were in their computers.

Customers began protesting publicly and the media ran with the story. Intel received a lot of negative publicity and IBM stopped ordering its chips. The financial fallout caused Intel to reverse direction.

Intel told consumers it would replace their chips, and the CEO, Andy Grove, made a full apology to consumers.

Obviously, it wasn't too late for the company, since it's still around and going strong, but Intel could have saved itself a lot of trouble by addressing consumer complaints in the beginning, instead of waiting until its reputation was affected.

Pepsi-Cola Example

The soft-drink company Pepsi-Cola was another company that used a defensive strategy when a nationwide hoax creative an intense, but brief crisis for the company.

The crisis started when a man in Tacoma, Washington reported he found a syringe in his Diet Pepsi can. The news spread and men & women across the country reported finding a screw, a bullet, a broken sewing needle and other objects in their Diet Pepsi cans.

Demands for a full product recall arose.

Pepsi was confident that is was impossible to insert objects into the cans at the high-speed bottling plants. The company's goal was to convince consumers the Diet Pepsi was safe & that the objects had to be inserted into the cans **after** they were opened.

Pepsi accused the accusers of lying to collect compensation from the company. Pepsi also said it would pursue legal action against anyone who made false claims about its products.

Pepsi CEO Craig Weatherup granted interviews to every station and newspaper that wanted one. Pepsi also produced a video news release & sent it to television stations within a few days of the initial complaint. The video showed the bottling process in Pepsi plants so consumers could understand how it wasn't possible to tamper with the cans.

Within a few days a woman was caught on a store camera inserting an object into her Pepsi while in line. That and Pepsi's swift action convinced the public the product was safe.

A week later Pepsi ran full page newspaper ads stating, "Pepsi is pleased to announce … Nothing." The ad said, "As America now knows these stories about Diet Pepsi were a hoax …"

So here were two product cases, both of which were crises for the companies. Both cases held the potential for alienation of consumers. In the Intel case, there was some reputation damage the company had to work its way back from.

But for Pepsi, swiftly handling the problem head-on kept consumer confidence and protected the company's reputation.

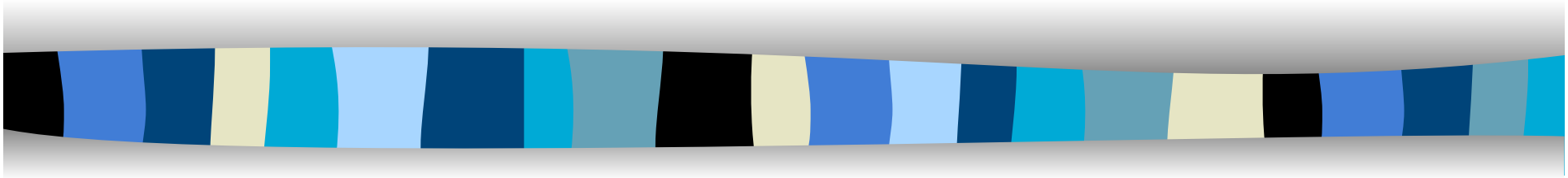
In summary, effective consumer relations is essential to a company's success and profitability.

Companies and organizations need to track consumer complaints and opinion. If only one person is unhappy about something, it's likely not going to be a problem. But if there is a pattern in the complaints or the media start

to cover the problem, the company shouldn't hesitate to investigate and take care of the problem before it gets out of hand.

At our last meeting we did an exercise on employee relations focusing on the Buy-Mart stores. But part of the store's problem was revealed through customer complaints, so today we're going back to that case to look at it from the consumer relations standpoint. (See Consumer Relations assignment.)

Consumer Relations



Key to company survival

Consumer Relations focuses on two areas

- Supporting marketing communication efforts to build customer demand
- Maintaining mutually beneficial & lasting relationships with consumers

Importance of Customer Satisfaction

- Share bad experience with 17 people
- More than 50% won't shop where a friend had bad experience
- Issues can be quickly raised through Internet

Tracking Customer Complaints

- Logging consumers' phone calls
- Analyzing customer communication on the website
- Have employees pay attention to what consumers say in store
- Look at product returns
- Complaints can foreshadow crisis

Two Case Examples

- Intel's Pentium chip
- Pepsi's syringe crisis
- Intel--some reputation damage
- Pepsi--retained consumer confidence

Summary

- Effective consumer relations is key to profitability
- Look for patterns when tracking complaints
- Investigate and take care of problem

Consumer Relations Assignment

Class 3

This assignment concerns the same case covered in the employee relations assignment. Read the case and answer the questions from a public relations perspective. Due at the beginning of the next class. 50 points.

You are the public relations department for a chain of four local stores, Buy-Mart. Recently employees have been taking more sick days and the stores have been receiving complaints from customers about rude treatment by store employees. In fact, some customers have been so upset they have told store managers they will shop at a competitor's instead.

The managers of the various departments in the four stores met with the chain's president to discuss the problems. They said they are fed up with employees' behavior and advise the president to terminate the employees immediately. The president asked the public relations department to come up with an employee relations program.

Through focus groups, questionnaires and employee interviews you were able to discover that employees lacked motivation to perform well. They felt underpaid and believed that management was unresponsive to their needs. They believed management didn't care about their opinions or whether they even stayed with the company. So you started a program to build a relationship between store management and employees, one in which employees feel valued.

Your task today is to try to win back lost consumers.

What will be your first steps in terms of research? How do you plan to get to the root of the problem? Be specific about how you will do the research and types of questions you would ask. Keep in mind you need the information soon, so you can then set goals, so you only have a few days to do the research. Given the cause of the problem, it would be a good idea to include employees in your campaign.

1. Develop one or two objectives for your campaign—what you want to achieve.
2. Develop one strategy for your campaign.
3. Develop at least three campaign tactics. These are actions you would carry out—such as an event or other action (including news releases, website, etc.) that will help you reach your objectives.

Public Relations Case Studies

Class Session 4: Community Relations

So far we have covered employee and consumer relations, and it is clear that they are not necessarily separate and distinct topics. There can be overlap. For instance, low employee morale that results in employees providing poor customer service, can lead to customer relations problems.

Today's topic is **Community Relations**. And communities encompass an organization's employees and customers. Public relations people in an organization work to build positive relationships with community groups whose activities can affect the organization's reputation and impact its success.

Traditionally the definition of a community meant groups that were associated through a common trait, such as ethnicity, politics, gender and geographic location.

But technology and globalization have eliminated the geographic barriers, and expanded the definition of community. So, technology connects people from different parts of the world, and multinational organizations also have operations all over the globe. This means an organization needs to be a good citizen, no matter what countries its plants are in.

Issues that can affect organizations

There are a variety of potential issues that can become major controversies. These controversies can disrupt business and damage the reputation of the organization.

Issues that can turn into major problems might deal with pollution, hiring practices, working conditions, traffic, noise, etc. A smart organization looks at its impact on the community and finds ways to balance the needs of the community with its own mission.

When an organization works on giving back to its community, this can result in positive reputation and customer loyalty. This is known as **Corporate Social Responsibility**.

Corporate Social Responsibility, often called CSR, is a company giving back to its community because it's the right thing to do.

"CSR is about how companies manage the business processes to produce an overall positive impact on society." That definition comes from Mallen Baker who is the chief executive of Businessrespect.net and also a CSR strategist. CSR includes things like funding local community programs or developing environmentally friendly business practices.

When used correctly, CSR has some specific benefits to it. According to a survey done by communications firm Burson-Marsteller, even during tough economic times, 38 percent of respondents still plan to spend the same or more for products and services from socially responsible companies. And 70 percent are willing to pay more for a $100 product from a company they regard as responsible.

In addition to the positive impact good CSR can have on the environment, diversity, and other important areas, there have been reports that good CSR leads to economic success.

One company that appears to have done a great job of being responsible in the corporate world is Starbucks. Its website has an impressive annual report of all of its activities that fall under the category of CSR.

The slogan it uses for this part of the website is: "we've always believed that businesses can -- and should -- have a positive impact on the communities they serve."

Starbucks backs this up by providing detailed information on what it has done for the community, the environment, ethical sourcing, diversity, and wellness. For example, one of its programs is called the Ethos water fund. Every time a consumer buys a bottle of Ethos water, that consumer contributes 5 cents to the ethos water fund, which helps out countries that are water-stressed. This is a win–win program because not only does it motivate people to buy the product but it also helps people in need.

The most impressive part of Starbucks' report on CSR is a page titled "shared planet goals and progress." It basically is a year in review of the actions and programs of Starbucks.

Some of these include:

- Farmer Loans
- energy conservation
- fair trade coffee

What is so unique about this page is that Starbucks admits which goals have been met and which ones still need a lot of work. For example, the goal under a section titled fair-trade and certified coffee is to double purchases of fair-trade coffee.

For every example of a company with a good use of CSR, there are examples of bad ones.

An example of a company that has had many negative issues that were CSR-related is Coca-Cola. According to its website, Coca-Cola is the world's largest beverage company.

One would think this would mean the company would need to have a lot of CSR, but in reality that has not been the case. An article in the *Contemporary Justice Review* about corporate "green washers" sheds some light on this.

Its operations in India have received attention for poor business practices. Villagers from Plachimada, in the southern state of Kerala, shut down Coca-Cola's bottling plant in March 2004 after maintaining that the company contributed to water shortages and water pollution. Coca-Cola built the bottling plant in an area that had been experiencing drought for years, and the operation required the extraction of millions of liters of water each year. Furthermore, groundwater has been polluted and rendered unfit for human consumption because the company discharged its waste into nearby fields, which also devastated local agriculture.

Effective Community Relations

An effective Community Relations program should be conducted with goals and objectives, and planned as carefully as any public relations campaign. A company's local activities should help the community and help the organization. Even if a company has a lot of money available to spend on activities, it wants to see some benefit, even for charitable causes.

The best idea is for a company to choose an activity that matches up well with it and extends its brand. For instance, a professional hockey team could provide hockey clinics for underprivileged children. The clinics provide something to the community, reflect well on the team and give players the opportunity to be involved in their neighborhood.

Corporate Philanthropy

In addition to this good-neighbor type of community relations, there is corporate philanthropy. Corporations are allowed to contribute up to 10 percent of their earnings to charitable organizations.

The book *Public Relations: the Profession and the Practice* says there are

8 factors that constitute a strategic approach to philanthropy:

1. **Do no harm**—don't contribute to causes that go against the best interest of the donor or recipient.
2. **Communicate with the recipient**—form a close partnership.
3. **Target contributions to specific areas**—gifts should have maximum impact for both sides.
4. **Make contributions according to statements of corporate policy**—what criteria will be used to evaluate requests for funds, the types of organizations that will and will not be supported, and how grants will be administered.
5. **Plan within the budget**—tie corporate giving to a set percentage of net earnings.
6. **Inform everyone concerned**—this includes employees & the community**.**
7. **Do a follow-up**—monitor if the recipients are performing up to your expectations and using the funds as your organization intended. They should report to you using proper financial accounting.
8. **Remember that more than money may be needed**—you may need to help out with volunteers and provide leadership skills.

In addition to cash contributions corporations conduct cause-related marketing, do pro bono work and sponsor events.

Event Sponsorship

Sponsoring an event means you provide it with financial backing. Ideally, the glamour, excitement and emotion of the event will transfer to the sponsor, thus becoming attributes of the brand.

Organizations sponsoring events also gain rights to having their name and logo prominently attached to advertising, and the venue. This includes signs at the event and clothing associated with it.

For example, some of the most visible types of corporate sponsorships are athletic events. Sponsor names are visible all around stadiums, ballparks, gymnasiums, and on race-cars and clothing worn by athletes and competitors.

Pro Bono Work

Pro bono means performing services at no charge. For example, a law firm might offer its legal expertise to a non-profit organization. Public relations and advertising agencies frequently provide free services to non-profit

organizations. Many times on television or in magazines, you can find public service advertisements created by the Ad Council.

Cause-Related Marketing

In cause-related marketing, a corporation provides a portion of its sales receipts to a non-profit.

Why do organizations do this?

Studies consistently show that a majority of people is more likely to buy a product associated with a cause they care about. Originally cause-related marketing was a short-term profit strategy, but has become a way to build customer loyalty and corporate reputation.

For example, Banana Boat is a company that makes sunscreen, which helps prevent skin cancer. Banana Boat donated a percentage of its profits from the sale of sunscreen to the American Cancer Society.

What is important to note about cause-related marketing is that it is most effective when there is a clear match between the organization and the cause it is supporting.

A final element of community relations is managing activist groups.

Managing Activist Groups

Activists are people who seek political, social or organizational change by targeting organizational policies through vigorous campaigning.

Some high profile activist groups have focused on the treatment of animals used for food, particularly housing and slaughtering methods; foods that contribute to obesity; and use of animals in drug and cosmetics testing.

The public relations industry publication *PRWeek* suggests some ways companies can respond strategically to activist groups.

• Identify the type of protest group. Some want to damage the company, while others want to achieve a mutually beneficial change.

• Speak the truth and be open and accessible.

• Keep your cool and don't become overly confrontational. Try to achieve a friendly tone.

• Know the strengths and weaknesses of activist groups—determine if they could become strategic partners.

• Consider policy changes to neutralize hostile groups.

• Don't underestimate the power of an activist group to damage an organization.

PETA, which stands for People for the Ethical Treatment of Animals, is a high profile activist group. It has campaigned against the killing of animals for their fur—and the wearing of fur garments.

PETA's website features several current campaigns, including:

• McDonald's: McCruelty—about its US & Canadian slaughterhouses

• Donna Karan Bunny Butcher—the use of rabbit skins in the clothing line

• Bloody Burberry: the use of real fur in clothing

• Iams (petfood) it conducts and funds experiments on animals

• "Have a heart, don't buy wool"—about cruelty in the Australian wool

industry.

Conclusion:

It's clear from today's lecture that community relations has many important elements, including corporate social responsibility, cause-related marketing, event sponsorship and managing activist groups.

Community Relations

Benefits to the community and the organization

Communities

- Employees & customers are community
- Traditional communities tied together by common factor
- Today's communities may be global
- Organization needs to be a good citizen everywhere

Issues affecting organizations

- Issues can become major controversies
- Issues include
  - Pollution
  - Hiring practices
  - Working conditions
  - Traffic, noise

Corporate Social Responsibility

- "CSR is about how companies manage the business processes to produce an overall positive impact on society"

  --Mallen Baker, CEO, Businessrespect.net

- Funding local community projects
- Environmentally friendly business practices

Benefits of CSR

- 38% say they will buy from socially responsible companies
- 70% willing to pay more for a $100 product
- Good CSR leads to economic success
- Starbucks example

Starbucks positives

- Website includes annual CSR report
- Ethos water fund
- Shared planet goals & progress
  - Farmer loans
  - Energy conservation
  - Fair trade coffee

Coca Cola Negatives

- Green washers
- Coke in India
  - Water shortages
  - Pollution of groundwater
  - Company discharged waste

Corporate philanthropy: 8 strategic factors

- Do no harm
- Communicate with recipient
- Target contributions to specific areas
- Make contributions according to stated corporate policies
- Plan within budget
- Inform everyone concerned
- Follow-up
- More than money may be needed

Other ways to help

- Event sponsorship
  - Provide financial backing
  - Positives of the event transfer to organization
  - Gain rights to have your name & logo displayed
  - Visible sponsorships include ballgames, racetracks, clothing worn by competitors

Pro Bono Work

- Services performed free
- Match your expertise with their needs
- PR & advertising agencies provide free services to non-profits
- Public service advertisements by the Ad Council

Cause-Related Marketing

- Corporation gives percentage of profit to non-profit
- People more likely to buy if they care about the cause
- Used to build customer loyalty
- Should be clear match between company & non-profit

Managing Activist Groups
PRWeek *strategic responses*

- Identify type of protesters
- Speak the truth
- Keep your cool
- Know activist group's strengths & weaknesses
- Consider policy changes
- Don't underestimate power of an activist group to damage reputation

IBM's Centennial Celebration of Service Wins PRSA 2012 Best of Silver Anvil Award, *Source: PRSA Web site, 7/29/12*

NEW YORK (June 8, 2012) — The Public Relations Society of America (PRSA) presented the 2012 Best of Silver Anvil Award to the "Centennial Celebration of Service" campaign, a year-long, professional skills-based volunteerism initiative that attracted 88 percent of IBM's 400,000-plus member workforce and supported local community organizations worldwide. The announcement was made last night during the PRSA Silver Anvil Awards Ceremony, held at the Equitable Center in New York City. Developed by Ketchum and IBM, the campaign was selected as the best of 143 public relations programs nominated for a Silver Anvil Award, the icon of best public relations practices.

"The 'Centennial Celebration of Service' represents the best of the best in this year's record submittal of Silver Anvil candidates," said PRSA Chair and CEO **Gerard Corbett, APR, Fellow PRSA**. "The IBM initiative not only represents outstanding strategic public relations programming, but also reflects a growing and important trend in corporations tapping the talent of employees and reaching out to their various communities to involve, engage and support. It also stands as a hallmark for other firms to emulate, and is proof of Winston Churchill's words, 'You make a living by what you get. You make a life by what you give.' Our hats are off to IBM and Ketchum for volunteerism and PR programming well done."IBM celebrated its 100-year anniversary as a corporation on June 16, 2011. To commemorate this milestone, it looked for a unique way to celebrate — one that could leave an impression on a global scale. IBM began this initiative in October 2010 with a "Service Jam," a worldwide dialogue with more than 15,000 employees, innovators, philanthropists, volunteers and students from 119 countries. The online brainstorm centered on volunteerism and service as a means to create positive change, and included special guests, such as former President George H. W. Bush and U.N. Secretary-General Special Envoy for Malaria Ray Chambers.

This culminated in IBM's Centennial Day of Service on June 15,

2011, with many activities, such as partnering with its client, Citigroup, to improve literacy and technology awareness in Mexico with "The Hunger Project"; supporting Newark, N.J., Mayor Cory Booker and local schools through multiple activities centered around having fun with math and science; and hosting science fairs throughout India to promote and demonstrate the importance of science to school children.

"IBM's Centennial celebrated how a unique company has been making a difference in society for 100 years, and is still doing so today," said Edward Barbini, vice president, external relations, IBM. "IBM and our partners at Ketchum are proud of the stellar communications results we earned, and we are also proud of the efforts of hundreds of thousands of IBMers who gave their time and talent to making the world a smarter and better planet as part of the largest corporate volunteerism project in history. IBM is grateful to PRSA for honoring our work and these volunteer efforts with the 2012 Best of Silver Anvil Award."

Since January 2011, IBM employees, retirees and their families have donated more than 2.5 million hours of service to more than 5,000 projects in 120 countries, serving millions in need. By engaging with local communities on large-scale volunteer projects, IBM sought to make an impact that required more than "checkbook philanthropy" while expressing its brand and values to the world.

"The Celebration of Service" became the largest corporate service activity in history. Volunteer projects included IBM's then CEO **Samuel Palmisano** teaching Baltimore middle school students about the importance of math and science; volunteers in California installing solar panels in low-income houses; IBMers in Uruguay mentoring youth from impoverished neighborhoods in finding their first jobs; and IBM employees in New Zealand teaching senior citizens how to send text messages.

"This is just one example of why it's such a privilege for Ketchum to work with IBM," said **Rob Flaherty,** senior partner and president, Ketchum. "We consistently get to work on major projects that are global in scale and really make a difference in

business and society. This project gave us the opportunity to show what our global network of offices can really do. Thank you to the PRSA for recognizing our combined team with this tremendous honor."

"The Celebration of Service" builds on IBM's flagship volunteer program, On Demand Community, which was launched in 2003 and attracts employees and retirees from around the world who access the program's materials, volunteer activities and grants. This program allows IBM to contribute technology and expertise to develop and sustain strong communities by building on the success and assets of IBM's award-winning corporate citizenship and corporate affairs programs. During "The Celebration of Service," IBM also expanded their grants program to allow employees to propose service projects that addressed their local community needs.

"It is only fitting that IBM won the 'best of" competition this year," said **James J. Roop, APR, Fellow PRSA**, 2012 Awards and Honors Committee chair, and president of Roop & Co., Cleveland, Ohio. "The company and Ketchum received five Silver Anvils for different events and programs surrounding its 100th anniversary. A series of great work to support a milestone anniversary for an iconic brand truly exemplifies what the Best of Silver Anvil represents."

About the Silver Anvils

The Silver Anvil Awards program has grown in scope and stature since its inception in 1946, and awards are now given in 59 categories and subcategories. In the 60-plus-year history of the Silver Anvils, many organizations have been recognized, including solo practitioners, agencies of all sizes, large and small businesses, top corporations, nonprofits, associations and government agencies. Visit the Silver Anvil Award website for a complete list of 2012 winners.

Community Relations Assignment
Class 4

Read the following case and answer the questions at the end. Your written paper should be 4-5 pages, and is due at the beginning of the next class meeting. 50 points.

Your company manufactures shoes for men, women and children. Your products include athletic, dress and casual shoes for all ages. Your manufacturing facility is in San Jose, California. You are on good terms with the community, but your relationship with the community could be stronger.

You have decided to begin a corporate social responsibility program. You already are known for your environmentally friendly manufacturing methods. So your focus is on getting involved in the community through your employees and by giving back both financially and in terms of your company's expertise.

Your research has shown that local non-profit organizations need volunteers. In addition, the number of underprivileged children has been increasing. Their families cannot afford to buy new clothing for them or pay for extracurricular programs for their children, such as sports, camp, music lessons, etc.

Local non-profit organizations include the Children's Fund, which runs summer programs for children. The programs include swimming camp, hiking camp, soccer camp, and softball camp. All activities are open to both boys and girls under age 15.

1. Set one or two objectives for your campaign.

2. Develop two strategies and two tactics for each strategy.

3. Evaluation—how will you measure whether you reached your objectives? Be specific about the measurement method, such as counting participants, calculating the value of donations, non-monetary, etc.

Public Relations Case Studies

Class Session 5: Governmental Relations

In the United States, government includes federal, state, county and local municipalities that provide programs and services. It is difficult to find any aspect of our lives that are untouched by government activity.

In fact, many companies, especially in industries that are highly regulated, have their own government relations departments. Government relations specialists are often called public affairs specialists. Their primary functions are to:

• gather information/monitor government

• disseminate management's views

• cooperate with government on mutually beneficial projects

• motivate employees to participate in the political process

Part of the public relations specialist's job is to monitor government. This means keeping track of what legislative bodies and regulatory agencies are doing and discussing. So a corporation or industry can plan ahead and adjust policies or provide information to government bodies that can help influence policy.

Three types of public affairs activities we'll discuss today are lobbying, grassroots lobbying and elections.

Lobbying

Direct lobbying is closely aligned with government relations. A lobbyist directs his or her activity to influence voting on legislation or other decisions made by government officials.

For example, lobbyists can represent varying organizations against each other on a single issue. For national energy legislation, the lobbying interests include automakers, oil companies, coal producers, electric utilities, and others.

The public perceives that only big business lobbies, but a lot of special interests do it. *Fortune* magazine ranked the top 25 lobbying groups in Washington D.C. in terms of influence.

The top five were the American Association of Retired Persons (AARP), the American Israel Public Affairs Committee, the National Federation of Independent Business, the National Rifle Association and the AFL-CIO.

Another type of lobbying that concerns public relations is Grassroots Lobbying.

Grassroots Lobbying

Grassroots lobbying, sometimes called indirect lobbying, is an 800-million-dollar industry. There are virtually no rules or regulations governing grassroots lobbying. The direct lobbying we just discussed requires lobbyists to be registered and is heavily regulated.

Grassroots lobbying focusers on raising awareness of a particular cause at the local level, with the intention of reaching the legislature and making a difference in the decision-making process.

It is different from direct lobbying because it asks the public to contact legislators about the issues as opposed to conveying the message to the legislator directly. Companies, associations and citizens take part in grassroots lobbying to influence legislation.

The tools of grassroots lobbying are;

• advocacy advertising

• toll-free phone lines

• bulk faxing

• websites

• bulk email

These are aimed at getting the public to call or write to Congress, the White House or government agencies.

Grassroots lobbying also involves coalition building. The basic idea is to get people with no financial interest in an issue to speak out on behalf of it.

One company specializing in grassroots lobbying is Bonner and Associates. It has a communication system that has banks of telephones and computers that can call or send letters to thousands of citizens within hours. These citizens then write or call the regulators to influence legislation.

An example of Bonner and Associates' campaigns involved an auto pollution bill that was being considered by Congress. The auto companies opposing the bill sought help from Bonner.

Legislators began to hear from the disabled and the elderly who were afraid car makers would make cars too small for their wheelchairs and from little league parents worried that fuel-efficient station wagons wouldn't carry a whole team. The bill was defeated.

There are critics of grassroots lobbying.

Critics say that since the public feedback is orchestrated and not impromptu, grassroots lobbying slips into unethical behavior. Much grassroots lobbying is done under cover of front groups. This is what is called **Stealth lobbying**, because the public is not told what vested interests are behind a particular campaign.

The book *Public Relations Strategies and Tactics* by Dennis Wilcox and Glen Cameron gives a good example of stealth lobbying.

The firm APCO Associates organized Mississippians for a Fair Legal System to get public support for tort reform. What people didn't know was that the interests behind this group included large tobacco and chemical companies. They wanted legislation limiting liability for dangerous or defective products.

A third type of government relations is Election Campaigns

Election Campaigns

During election years, fund-raisers, political strategists, speechwriters and communication consultants are mobilized to help candidates win elections.

American-style campaigning is the most expensive in the world. Everything from paid advertising, to chartered planes, trains, buses, hotels, banners and telecommunications are major expenses of candidates.

In addition to working on behalf of candidates, PR people work within the government.

Public Affairs in Government

Many public relations people work in government public affairs. This means that they communicate for the government.

Some is focused on providing information to people about the programs and services available to them. In a democracy, public information is crucial if

citizens are to make informed judgments about the activities and policies of their elected representatives.

Historically, there has been some semantic confusion. Corporations used to call their activities government relations, but it's not called public affairs. Public affairs is the term for all US government agencies and departments.

There are 8 public affairs activities:

1. Fact Finding–information gathering/monitoring what's going
2. Coalition Building–organize groups with a common interest in passing or defeating legislation
3. Direct Lobbying–Overt Advocacy through contact with those who influence passage or defeat of a bill
4. Grassroots Activities–mobilizing support at state or local level
5. Political Action Committees–provide funds to candidates for federal office
6. Political Education Activities–corporations politicizing employees. Getting employees to help lobby for legislation favorable to a corporation
7. Communication on Political Issues– Corporations use advocacy advertising & targeted communication such as direct mail focused on leaders and special audiences
8. Political Support Activities– support is offered to candidates or incumbents, such as media training or expertise for fundraising events

The U.S. military is in a category of its own:

• There is a tremendous number of lives involved

• It's difficult to communicate during times of war

    •Safety of soldiers is involved—can't give away military strategies & positions

    • The military tries to justifying why it is there

Going back to groups lobbying for legislation, a great example is Oceana. As a non-profit organization, Oceana's goal is protecting the world's oceans.

The ability to use symbols that have inherent emotional value goes a long way toward giving public policy debate a fighting chance.

In this example, dolphins, whales and other ocean animals were under attack by some members of Congress who wanted to remove a key timeline–the Dolphin Deadline–from the Marine Mammals Protection Act.

The Act was designed to protect marine mammals from harmful activities such as commercial fishing. There was a requirement that commercial fisheries reduce the killing and injury of marine mammals to insignificant levels.

Congress set a reasonable goal for this to occur, but the deadline passed without the goal having been reached. Instead of working harder to enforce the deadline, some members of Congress wanted to eliminate it from the act.

Over a three-year period, several attempts had been made to eliminate the Dolphin Deadline. Oceana had been successful in keeping this from happening, but in 2006 the biggest challenge came.

The Congress was Republican-controlled and the prospects of achieving an environmental victory in this Congress were slim.

So Oceana was prepared with a strategic plan to save Flipper. "Flipper" was a television show in the U.S. about a dolphin during the 1960s. Since that time, a few movies about Flipper have been made, and for many Americans, the Flipper character held special emotional ties.

Oceana capitalized on this emotional connection in its campaign.

According to the book *Public Relations Cases*, by Jerry Hendrix and Darrell Hayes, Oceana developed three PR strategies:

1. Increase the visibility of the Dolphin Deadline issue and differentiate it from the clutter.
2. Show strong voter/constituent support for protecting the Dolphin Deadline with the slogan that "A vote for the bill is a vote to kill Flipper."
3. Demonstrate that protecting the Dolphin Deadline has important policy implications.

Oceana's communication tactics were varied, ranging from news releases to events created to draw attention.

Oceana:

• developed a Dolphin Deadline brochure and outreach kit

• used billboards and newspaper ads in key Congressmen's home media; displayed ads on the Washington D.C. metro subway trains to brand and create the issue

• Conducted media outreach to key outlets in Washington and selected Congressional districts.

• Brought the Dolphin Brigade to Capitol Hill to ask Congress to protect the Dolphin Deadline. The Dolphin Brigade was a group of lobbyists dressed as dolphins—they commuted to Capitol Hill on the Metro; stopped for coffee at Starbucks, read the newspaper and then held a news conference.

• Organized phone banks in key Congressional districts for grassroots lobbying

• Issued a report "Pointless Peril: Deadlines and Death counts, on the results of Oceana's scientific work, which showed that during the previous 5 years almost 10,000 dolphins could have been saved had the deadline been enforced.

The result was a win. In 2006, Congress passed legislation amending the Marine Mammal Protection Act, but removing language that would have eliminated the Dolphin Deadline.

The Oceana campaign won the Public Relations Society of America's Silver Anvil Award for the best PR campaign of the year. This is the highest award made by the PRSA.

Conclusion

In summary, Government Relations includes Direct lobbying, indirect lobbying, election campaigns, and public affairs in government. The campaigns are conducted like they are in all other areas of public relations, following a RACE model.

Government Relations

Public Affairs

Functions of Public Affairs Specialists

- Gather information/monitor government
- Disseminate management's views
- Cooperate with government on mutually beneficial projects
- Motivate employees to participate in politics

Direct Lobbying

- Goal is to influence voting on legislation
- Special interests lobby too
- Top 5 lobbying groups in U.S.
  - American Association of Retired Persons
  - American Israel Public Affairs Committee
  - National Federation of Independent Business
  - National Rifle Association
  - AFL-CIO

Grassroots (indirect) lobbying

- Focused on raising awareness of a cause at local level
- Goal is to influence legislation
- Asks the public to contact legislators
- Companies, associations & citizens take part

Tools of Grassroots Lobbying

- Advocacy advertising
- Toll-free telephone lines
- Bulk faxing
- Websites
- Bulk email

Criticisms of Grassroots Lobbying

- Public feedback is orchestrated
- Stealth lobbying
- Public deceived about groups with vested interest in issue
- Mississippians for a Fair Legal System example

Election Campaigns

- PR roles include speechwriting, strategizing, fundraising, communication
- American-style campaigning is expensive
  - Advertising costs
  - Hotels
  - Trains
  - Planes
  - PR consultants
  - Events

8 Public Affairs Activities

- Fact Finding
- Coalition building
- Direct lobbying
- Grassroots activities
- Political action committees
- Political education activities
- Communication on political issues
- Political support activities

Oceana Example

- Marine Mammals Protection Act & the Dolphin Deadline
- “Save Flipper”
- 3 PR strategies:
  - Increase visibility of the issue
  - Show strong voter support--A vote for the bill is a vote to kill Flipper
  - Protecting the Dolphin Deadline is important to policy

Oceana's tactics

- Dolphin Deadline brochure
- Billboards & newspaper ads
- Media outreach in key districts
- Brought Dolphin Brigade to Capitol Hill
- Organized phone banks
- Issued report

OCEANA | Protecting The World's Oceans.

PRESS RELEASE

2501 M Street NW, Suite 300 202.833.3900
Washington, DC 20037 USA www.oceana.org

FOR IMMEDIATE RELEASE
June 29, 2006

Contact: Ed Armstrong, 301-963-6003
earmstrong@oceana.org
Bianca DeLille, 202-467-1917
bdelille@oceana.org

Backgrounder: Don't Kill the Dolphin Deadline
Marine Mammal Protection Act Under Attack by Congress

Each year, tens of thousands of marine mammals are unnecessarily killed by commercial fishing operations in U.S. waters. According to the U.S. Commission on Ocean Policy, this "dirty fishing" is one of the biggest threats to the future of marine mammal populations.

Laws exist to protect marine mammals
More than 30 years ago, Congress enacted the Marine Mammal Protection Act to stop the decline of dolphins, whales, manatees, polar bears, and other ocean animals.

In 1994, Congress improved the Marine Mammal Protection Act by adding new measures to protect marine mammals from harm by commercial fishing operations. Most important was the requirement that the federal government reduce the killing and injury of marine mammals in commercial fisheries to negligible levels (often called the Zero Mortality Rate Goal or ZMRG) by a certain date. This measure is critical because it protects healthy populations of mammals before they are in trouble, while ensuring that populations in decline are protected from further damage to help them recover.

Congress set April 30, 2001 – the "dolphin deadline" -- for the government to reach the Zero Mortality Rate Goal, but the deadline has since passed without reaching the goal.

Failure to enforce the Dolphin Deadline takes a tragic toll at sea
Now five years past the Dolphin Deadline, marine mammals continue to be killed in commercial fisheries at excessive levels. According to a recent analysis by Oceana, approximately 10,000 dolphins, whales, and other marine mammals could have been saved in the last five years if the federal government had fulfilled its responsibilities under the Marine Mammal Protection Act and enforced the Dolphin Deadline. (Read: Pointless Peril: Deadlines and Death Counts)

Marine mammals are under attack from some members of Congress
Not only has the Marine Mammal Protection Act not been fully enforced, but now some members of Congress want to eliminate the Dolphin Deadline – a key action-forcing mechanism to compel the government to reduce the catch, injury, and kill of marine mammals in commercial fisheries as required under existing law. The U.S. House of Representatives is expected to consider legislation related to the MMPA prior to the August Congressional Recess, which begins July 31. H.R. 4075, sponsored by House Resources Chairman Richard Pombo (R-Calif.) would eliminate the Dolphin Deadline and weaken other key protections for marine mammals.

###

Oceana campaigns to protect and restore the world's oceans. Our teams of marine scientists, economists, lawyers and advocates win specific and concrete policy changes to reduce pollution and to prevent the irreversible collapse of fish populations, marine mammals and other sea life. Global in scope and dedicated to conservation, Oceana has campaigners based in North America (Washington, DC; Juneau, AK; Los Angeles, CA), Europe (Madrid, Spain; Brussels, Belgium) and South America (Santiago, Chile). More than 300,000 members and e-activists in over 150 countries have already joined Oceana. For more information, please visit www.Oceana.org.

Public Relations Case Studies

Class Session 6: Crisis Management

In public relations, high profile events such as accidents, terrorist attacks, disease pandemics, and natural disasters can set back even the most prepared organizations.

Kathleen Fearn-Banks defines crisis as:

"a major occurrence with a potentially negative outcome affecting the organization, company, or industry, as well as its publics, products, services, or good name."

It's interesting to note that not all crises are unexpected. One study by the Institute for Crisis Management found that only 14 percent of business crises were unexpected—the remaining 86 percent were what the Institute called "smoldering crises."

This means that an organization was aware of a potential problem long before the public found out about it.

Many smoldering crises can be prevented if professionals use more environmental scanning and issues management, leading to the development of a strategic plan for handling crises.

While in surveys executives agree that a business crisis is almost inevitable, 50 percent say their company has no crisis management plan. While all crises are different, having a plan can help handling one much easier. Making changes to fit the situation is much simpler than starting from scratch when a crisis occurs.

Let's begin by discussing how to prevent a crisis.

Preventing a crisis

The first step in preventing a crisis is to conduct a **risk assessment**. This is an internal activity that identifies potential problems **inside** an organization.

Is there a problem with employees? Has the company been receiving complaints about its products or services? Is the CEO ill or leaving? All are questions whose answer might indicate need for a crisis plan.

But organizations also should try to head off crises before they arise.

Organizations can often reduce their own risk by learning from other organizations' crises.

For example, after Hurricane Katrina, other hurricane-prone communities reviewed their risks and vulnerabilities.

Environmental scanning is an **external** activity that involves looking at problems faced by the organization or by other organizations. Monitoring can be done by looking at customer complaints, emails, telephone calls and web communication. The idea is to identify a problem that is on the horizon and to head it off or plan for it.

But if the organization finds itself in a crisis, there will be the need to communicate with important audiences that are in some way touched by the organization's problem.

Communicating During a Crisis

There are a number of books that offer suggestions on how to communicate during a crisis, but the most important ones are:

• Put the public first

• Take responsibility for solving the problem

• Be honest. Don't obscure the facts or mislead the public

• Never say, "No comment." Surveys show that two-thirds of the public thinks that "no comment" means the organization is guilty

• Designate a single spokesperson—usually not the Public Relations person—an executive has more credibility with the public

• Set up a central information center

• Provide a constant flow of information. Update facts as they become available. If you withhold information, the cover-up becomes the story

• Be familiar with media needs and deadlines, and plan your press conferences for times that will allow them to meet those deadlines

• Be accessible to media—Return their calls and emails in a timely way

• Monitor media coverage and telephone inquiries--make sure the media is carrying your organization's message

For example, a train carrying chemicals crashed, causing a spill that required people to be evacuated from their homes until the danger could be assessed and the spill cleaned up.

The media reports focused on the more sensational aspects of the crisis, and not the human element. The railroad had announced when people would be able to return to their homes, but the local media did not carry the information—and this was obviously one of the top questions in people's minds. Along with--Will it be safe for my family?

The last communication advice is to:

• Communicate with key publics, such as customers, employees, the community and others who are affected

___

The communication strategy used is also important, and can have different effects on an organization's key publics.

Research by Timothy Coombs shows that organizations don't all respond to crises in the same ways. In fact there are several different strategies they use.

He lists the following crisis response strategies:

• **Attack the accuser**. The party that claims a crisis exists is confronted and its facts are said to be in error.

• **Denial**. The organization explains there is no crisis.

• **Excuse**. The organization minimizes its responsibility for the crisis. Any intention to do harm is denied and the organization says it had no control over the events that led to the crisis. This is often used when there is a natural disaster.

• **Justification**. Crisis is minimized with a statement that no serious damages or injuries resulted. Sometimes the blame is shifted to the victims; such as in the Firestone tire recall.

• **Ingratiation**. Actions are taken to appease the publics involved. For example, consumers who complain are given coupons or something to replace the faulty experience.

• **Corrective action**. Steps are taken to repair damage from the crisis and prevent it from happening again.

• **Full apology**. The organization takes responsibility and asks for forgiveness. Some monetary compensation is often included.

Let's talk about two product recall cases and how they were handled differently.

Odwalla Juice Crisis

In the early 1990s, the juice company Odwalla experienced a product crisis. It was known for providing fresh, unpasteurized, organic juice.

Several people became seriously ill and an infant died after consuming Odwalla juice. The problem was traced to e-coli bacteria in the company's apple juice.

The company immediately pulled its juice from store shelves, told consumers they would be reimbursed for the purchases they still had at home and said they would pay for the medical bills for those people who had been hospitalized because of the juice.

Odwalla also invited the U.S. Food and Drug Administration to inspect its manufacturing plant—third-party investigation increases the credibility of a company in crisis, so this was a very good step.

In a short period of time, the company came up with a flash pasteurization process that would kill any dangerous bacteria and still leave the vitamin content of the juice intact.

Throughout the crisis, the company showed that it cared about the public and put them first. It also accepted responsibility and found a new manufacturing process to ensure the problem would not happen again.

As a result, the company maintained its reputation and its customer base, and did everything right in terms of handling the crisis.

Firestone Tire Recall

The Firestone Tire Company recalled about 10 million of its tires in 2000 after it was determined that they were responsible for a number of accidents that resulted in more than 325 deaths and over 1,000 injuries.

From the beginning, the company denied there was a problem with its tires--even as reports of tire blowouts continued to be made. When investigations

found the tires to be responsible for the accidents, Firestone blamed both the Ford Motor Company and consumers.

Many of the tires were on the Ford Explorer vehicles, and Firestone claimed Ford had not told customers about properly inflating their tires. Firestone also claimed that consumers were responsible for not keeping their tires properly inflated. In return, Ford blamed Firestone for making faulty tires.

As a result, Ford and Firestone ended a long association. Firestone did not voluntarily recall its tires, but was ordered to do so by the National Highway Transportation Safety Administration.

In comparison, the two companies handled their recall crises very differently:

• Odwalla voluntarily recalled its juices containing apples; Firestone had to be ordered to recall tires after a long investigation.

• Odwalla showed concern for its consumers and their safety, while Firestone blamed consumers.

• Odwalla apologized to consumers and paid medical bills for those people who had been hospitalized due to the juice—the company did have to pay a fine, but it did all it could to ensure the problem wouldn't happen again. Firestone provided for people to have their tires replaced and also paid more than 50 million dollars to settle lawsuits.

Summary

Through both cases, it is easy to see the companies used the communication tactics discussed earlier today as well as the crisis response strategies outlined by Timothy Coombs, such as attacking the accuser, denial, excuse, justification, ingratiation, corrective action and full apology.

Crisis Management

Communication and response strategies

Crisis definition

- “A major occurrence with a potentially negative outcome affecting the organization, company, or industry, as well as its publics, products, services, or good name”
  - *Kathleen Fearn-Banks*

Smoldering Crises

- Only 14 % of business crises were unexpected
- 86% were smoldering
- Use environmental scanning and issues management to prevent crises
- 50 percent of companies have no crisis plan

Preventing Crises

- Conduct a risk assessment internally
- Learn from other companies' experiences
- Conduct environmental scanning externally
  - Identify problems before they become crises

Communicating during a crisis

- Put the public first
- Take responsibility for solving the problem
- Be honest
- Never say, “No comment”
- Designate a single spokesperson
- Set up central information center

Communicating during a crisis, continued

- Provide constant flow of information
- Know media needs & deadlines
- Be accessible to media
- Monitor media coverage
- Communicate with key publics

Timothy Coombs: Crisis Response Strategies

- Attack the accuser
- Denial
- Excuse
- Justification
- Ingratiation
- Corrective action
- Full apology

Odwalla and Firestone Product Recalls

- Odwalla juice contaminated with e-coli bacteria
  - Conducted immediate voluntary recall
  - Paid compensation
  - Corrected the problem
  - Made full apology
- Firestone Tires--faulty tires caused more than 325 deaths
  - Forced to recall tires
  - Denied fault & blamed Ford & consumers

Crisis Management Assignment

Class 6

Read the following case situation and answer the questions at the end. Your paper should be 4 pages. Justify why you choose the response strategies and tactics you choose. Due one week from today at the Final Examination. 50 points.

You are the public relations team for Babies Bounty, a company that manufactures items for infants, such as cribs, playpens, stuffed toys, and clothing. Reports have been received by telephone and on your web site from several consumers claiming that the vertical railings on the cribs are easily knocked loose, and babies have fallen out of their cribs, sustaining injuries such as head trauma, facial lacerations, and broken arms or legs. Assume you have done your research and have determined the problem is real.

It is your job to suggest a course of action for your company to take in managing the crisis.

- Set objective(s) to accomplish during your crisis management campaign
- Decide which crisis response strategies you will use
- Decide which communication tactics you will use to reach consumers—be as specific as possible about which media you will use.

Case Studies in Strategic Public Relations
Final Examination

Name_____

Part 1: Short Answer. Read all questions carefully and answer them completely using a Blue Book. (120 points)

1. Explain the four phases of the RACE model of public relations. A brief paragraph on each phase is sufficient. (10 points)

2. What are the two types of objectives? State them and give an example of each one—write out the two objectives. (10 points)

3. Explain why it is important for a company to have effective employee relations. What are the benefits (name three benefits)? (5 points)

4. According to the book, Public Relations: The Profession and the Practice, what are the three contributions public relations makes to a productive workplace culture? Briefly explain each. (9 points)

5. In class we discussed 8 steps organizations can take to increase employee morale. List and briefly explain 5. (15 points)

6. Consumer relations is focused on two factors. Name them. (4 points)

7. Companies realize the importance of listening to consumers. Explain 3 ways they can track customer complaints. (6 points)

8. Explain how consumer relations and employee relations can overlap. How can they be related? (5 points)

9. What is Corporate Social Responsibility and how does it help an organization build effective community relations? (6 points)

10. Corporate philanthropy is part of community relations. According to the book, *Public Relations: the Profession and the Practice,* 8 factors constitute a strategic approach to philanthropy. List and explain 5. (10 points)

11. What is Cause-Related Marketing? (6 points)

12. In class we discussed managing activist groups. The public relations industry publication PRWEEK suggests 6 ways companies can respond strategically to activist groups. Explain 4 of the 6. (8 points)

13. What is grassroots lobbying? List the 5 tools of grassroots lobbying. (5 points)

14. Public relations people who work in government are in public affairs. Explain 6 public affairs activities. (6 points)

15. Companies that are trying to prevent a crisis engage in environmental scanning and risk assessment. What are they? How are they useful in preventing a crisis? (5 points)

16. In class we discussed 10 suggestions on how to communicate during a crisis. List 8. (10 points)

Part 2: Essay (30 points)

17. Research by Timothy Coombs shows that organizations respond to crises in different ways. He has identified several response strategies. List the 7 response strategies identified by Coombs, **AND** using a crisis as an example,

explain how a company might use more than one strategy during a crisis. You can use a crisis we discussed in class or make up your own example. (30 points)