PUBLIC RELATIONS CAMPAIGNS

An Integrated Approach

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Public Relations Campaigns

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An Integrated Approach

Second Edition

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Foreword

The world of public relations has never been more exciting! When I began my career (back when we walked uphill both ways to school … in the snow and barefoot), there were a handful of things communicators did: media relations, events, reputation management, crisis communications, internal/employee communications, and public and investor affairs.

Today, nearly everything an organization does to communicate with its stakeholders is considered public relations—from Facebook ads and influencer relations to content marketing and search engine optimization. It's so prevalent, in fact, that many marketers are strengthening their communications skills so they can keep up. The best part about that is they have to keep up—we're already there.

There are search engine specialists learning how to pitch journalists and bloggers to *earn* the precious link back to their websites. There are product marketers learning how to write so they can create *owned* content that is interesting and valuable to an audience. And there are social media experts who have been thrown headfirst into a crisis and have had to figure out *how to communicate* their way out.

To boot, we *finally* have a way to show the effectiveness of a public relations program through data. Call it Big Data, small data, or attribution, a communicator has the tools at his or her disposal to prove we are an investment, rather than an expense—as has so long been the case.

It is our time to shine, and we have to make the most of it.

But we aren't quite there yet. I have a friend who is an executive at a Global 500 company. She recently said to me, "You know what's wrong with the PR industry? Most don't know what a strategy is or how to develop one."

That's a real challenge. As an industry, we tend to focus on the tactics and start there versus starting with the end (and the organization's goals) in mind.

The only way to change the perception people have of the PR industry—that we don't do only media relations, that we can develop a strategy, that we can measure our work—is to do things differently. And that begins with strategy development that has measurable goals and more than earned media—or media relations—included.

You can do that when you implement the ROSTIR and PESO models. You'll learn more about these, and how they work, in *Public Relations Campaigns: An Integrated Approach*.

What you will know how to do, by the time you finish reading, is how to do research (R) to help you develop your goals, create your objectives (O) and strategies (S), build a list of tactics (T), figure out your implementation (I) and timeline, and then design your report (R) and do your evaluation.

In between that type of planning is where the PESO Model comes in—paid, earned, shared, and owned media.

Paid media is advertising. Not just Super Bowl–type advertising, but the kind that you can use to amplify your messages online, such as Facebook advertising or pay-per-click.

Earned media is what most people know as publicity—or media relations. You are earning the coverage or mention or interview or story with journalists, bloggers, and influencers.

Shared media is social media. It's more than just posting on your networks, though. It's being strategic about what you're sharing, engaging in conversation, and building community.

And owned media is content marketing. Though it started out as blogging, it's evolved to website content, contributed content for publications and blogs, podcasts, videos, livestreaming, and more.

There also are things to consider including in your plan and implementation where the media types overlap—marketing communications, influencer marketing, email marketing, lead generation, distribution and promotion, and more.

When you combine these models, you effectively create reputation—both online and off. You become a search engine optimization master and you build expertise for the organization and the people who work inside it.

I am often asked which is the most important of the four media types. While they're of equal importance, particularly in an integrated campaign, I am preferential to owned media. You cannot have P, E, or S without O. You need content to share on social media. You need content to amplify through paid media. And you need content to share with journalists and bloggers to prove you have a unique perspective and can string together some sentences intelligently. Content sits at the middle of the model. Get that right—and I mean really right—and you'll win every time.

What's more, the combination of the two models require you to take a Diversity-First Approach considering all aspects of diversity, equity, and inclusion at the start of every initiative. The Diversity & Inclusion Wheel, which you'll learn more about in this book, has six core spokes that you should consider when you're developing any campaign. This means you should consider all six when you're crafting your communications plans and when you're launching a new product or service. It's up to every one of us to be certain that no professor anywhere in the world holds up our work and says to their students, "Who approved this?"

You'll learn more about these gaffes as you continue to read and you'll begin to understand why it's up to you that brands do better when it comes to diversity, equality, and inclusion.

Regina Luttrell and Luke Capizzo will help you get there. If you are a student or a seasoned professional, the case studies, tips, "Think Ahead" points, and the "Think Critically" questions included in this book will help you make the most of your future in communications.

The world, as they say, is our oyster right now. Let's not let marketing or search engine specialists or advertisers take what belongs to us. It's time to stand up and prove we can do more than media relations. Build programs that are strategic. Measure our effectiveness (and tweak, as necessary). And take the lead with public relations. I hope you'll join Regina, Luke, and me in showing every organization in the world that public relations is where they should start and end.

—Gini Dietrich, CEO of Arment Dietrich and
author and founder of *Spin Sucks*

Preface

WHY INTEGRATED CAMPAIGNS? WHY NOW?

The U.S. Bureau of Labor Statistics predicts the employment of public relations (PR) specialists will grow by 7 percent between 2019 and 2029.[1] Growth is being driven by the need for organizations to maintain their public image and build relationships with critical stakeholders and publics. Students are graduating and moving into a communications work environment that is fully integrated: PR, social media, marketing, and advertising are all part of the equation at many organizations. In fact, the 2020 Relevancy Report, an annual research project from the USC Annenberg Center for Public Relations, states that disruption in the profession will continue and the convergence in marketing and PR will deepen.[2] What is evident is that the profession of PR is shifting. Central to success in this changing environment is a strategic approach to strategic PR planning that balances paid, earned, shared, and owned media.

Our book—designed for an upper-level PR campaigns class—integrates PR best practices, marketing approaches, and new media opportunities. Readers will learn about how today's practitioners implement award-winning campaigns and the research-driven, strategic choices that underscore that success. In the second edition of *Public Relations Campaigns: An Integrated Approach*, we lead with PR but also provide broad coverage of the rapidly changing skills and tactics students and practitioners need to thrive in the field of PR. The book is rooted in PR principles that emphasize a practical approach to developing successful integrated PR campaigns. It provides students with the framework and **theory**-based knowledge to begin their work not just as tacticians but as counselors who provide research, perspective, and insights that help organizations communicate more effectively, understand complex environments, build relationships, and add strategic value and insights.

In this second edition, we introduce our diversity-first approach to PR planning and execution, which means that PR practitioners must be intentional with each campaign element. Diversity and inclusion must be considered in all aspects of the campaign process including research, development, planning, and execution. We believe that true diversity and inclusion initiatives require ongoing commitment. Because PR practitioners have a seat at the management table we must help lead the decisions that impact organizations and their internal and external stakeholders. We introduce students to the Diversity & Inclusion Wheel, a tool to use when developing and implementing campaigns. Our hope is that students will understand diversity, equity, and inclusion starting from the earliest phases of campaign planning.

While practical in nature, the pedagogical approach to this textbook is student-centered, inquiry-based learning. Readers have the opportunity to first examine the essential elements of PR planning, then analyze various PR case studies, and also develop the skills and perspective to plan an integrated campaign of their own with the information they have learned.

A variety of features reinforce this approach, providing tips, structure, examples, and context. Each chapter is organized with clear learning objectives ("Think Ahead" points to begin each chapter) and "Think Critically" questions to reinforce and practice key elements. *Public Relations Campaigns: An Integrated Approach* is geared toward the many PR students each year enrolling in "campaigns" classes, with the goal of providing learners with a robust and realistic framework for understanding, developing, and executing integrated PR campaigns. We designed this book to be a guide and reference point for readers by including a series of real-world examples that give context and insight into the world of PR today.

ORGANIZATION OF THE BOOK

Leveraging practical applications of each theory or model of interest, this book provides numerous case studies to aid in a deeper understanding of the underlying principles. The first three chapters introduce readers to the theories behind PR and the process of PR planning, placing particular importance on the ROSTIR model for PR planning: Research/Diagnosis, Objectives, Strategy, Tactics, Implementation, and Reporting/Evaluation as well as the PESO model—paid media, earned media, shared/social media, and owned media. For an advanced course on campaign development, this model moves beyond traditional R.O.P.E. or R.A.C.E. planning models to focus students on each step of the strategic planning process. And finally, we introduce the Diversity & Inclusion Wheel, which helps students understand how to create truly diverse campaigns at each stage in the process.

Chapters 4–10 delve deeper into each individual component of both ROSTIR and PESO models so that students are exposed to a richer discussion of each step of the planning process of an integrated campaign, including how PR practitioners are aligning strategies to achieve client objectives. Key definitions are provided to help in mastering the language of PR professionals. A wide variety of strategies and tactics are introduced to expose students to the many paid, earned, shared, and owned media approaches available to them. It also showcases the ways in which these approaches can combine to support achieving organizational and communication goals and objectives.

The final chapter provides a variety of tools and templates to help students and professionals create campaign plans and execute successful projects.

Introduction **Campaigns in the Professional Public Relations Context**

This section provides an introduction to some of the most commonly used PR models, theories, and principles in the practice of PR.

Part I Strategic Public Relations Planning

Chapter 1 Introduction to Integrated Campaigns

Real-world campaigns are challenged by time, budgets, personnel, personalities, and internal barriers. But talented practitioners can use the tools of PR and integrated communication to develop comprehensive, cohesive, results-driven strategic campaigns. Students begin to understand the impact of campaigns while learning the strategy behind integrated planning and the importance of diversity and inclusion throughout the process.

Case Study: Ambev Wants You to "Dirnk Repsnosilby"

Chapter 2 Strategic Communication Campaign Fundamentals

This chapter hones in on why PR practitioners plan, expands on the elements of a strategic plan, and explores the ROSTIR framework for campaign development and the inclusion of the Diversity Wheel.

Case Study: [unlabeled]™

Chapter 3 Understanding PESO

The key to mastering integrated PR is to recognize the importance of the PESO model and formulate strategic plans based on weaving together paid, earned, shared, and owned media. This chapter explains what PESO is and introduces how each approach can be used to form a strategic, holistic campaign.

Case Study: The Tampon Book

Part II Discovering ROSTIR

Chapter 4 Research, Part I: Diagnosis and Developmental Research

Research is the first step in the PR planning process. This chapter centers on understanding your organization's industry and community environment, crafting research questions, and selecting research methods for integrated PR campaigns while implementing the diversity-first approach.

Case Study: A New Dawn Breaks for Barbie

Chapter 5 Research, Part II: Goals

Understanding an organization and its goals helps PR practitioners define key audiences, stakeholders, and publics. This chapter provides insights to help apply organizational goals to communication- and campaign-focused goals.

Case Study: Burger King—Be Your Way

Chapter 6 Objectives

In this chapter, readers begin to identify what constitutes high-value objectives. Readers will be able to differentiate between various types of objectives, recognize and craft S.M.A.R.T objectives, and learn to focus objectives toward key audiences.

Case Study: HeForShe—Shining a New Light on The HeForShe Movement and Gender Equality

Chapter 7 Strategies

Choosing the right channels can be challenging. Chapter 7 summarizes how best to integrate strategies into PR campaigns by assessing the right approach for an organization's target audience, leveraging an organization's strengths and resources, and examining the competitive landscape.

Case Study: Long-lasting Positive Change: Washington University in St. Louis

Chapter 8 Tactics

Defining the right tools and tactics is critical for the success of any campaign. This chapter classifies the various types of paid, earned, shared, and owned tactics and illustrates how they are strategically used in PR planning.

Case Study: PEEPS® Counts Down to a Sweet New Year

Chapter 9 Implementation

This chapter demystifies the processes behind implementation, including implications surrounding the components of the campaign such as creating timelines, dividing tasks among a team, setting deadlines, setting clear expectations, working with other people outside of the field of PR, building relationships with the media, prioritizing, and the importance of awareness and self-evaluation.

Case Study: Innovation Generates Leaders—Community-wide Girl Scout Cookie Sales Event

Chapter 10 Reporting and Evaluation

This chapter focuses on connecting measurement and evaluation to the overall objectives, how to tell if objectives are achievable, and the best path to prioritize information based on their value to the decision-making process.

Case Study: HP's Continued Commitment to Global Wellness

Part III Campaigns in Action

Chapter 11 Formulating an Integrated Campaign

This final chapter includes a variety of foundational guides and templates that students can use to help reinforce ideas introduced in the book including the ROSTIR PR Planning Guide, the PRSA Independent Practitioners Alliance (IPA) proposal template, an example client report, an audience persona guide, and a crisis communication plan.

Student Learning Resources

This book leads with PR but offers an integrated approach that encompasses aspects of social media, marketing, advertising, and client management, for a broader view of the campaign planning process. This text is offered in 11 chapters, making the content easy to digest within a one-semester course.

Think Ahead: Learning objectives appear at the beginning of each chapter to engage students, encouraging them to think about the material before they connect with the text.

Think Critically: These end-of-chapter questions challenge students to reflect on and apply the material they have learned.

Diversity- & Inclusion-First Approach: To promote effective communication and growth of an organization, students learn to use the Diversity & Inclusion Wheel to think D&I at the inception of any assignment throughout the strategic planning process to evaluation and measurement. The goal is for students to learn to integrate a cross-cultural, multicultural approach to PR aligned under one strategy. Every case study includes a summary of how the campaign employed diversity initiatives.

Case Studies: Numerous case studies demonstrate the proven ROSTIR (research/diagnosis, objectives, strategies, tactics, implementation, reporting/evaluation) and PESO (paid, earned, shared, owned) campaign processes from research to reporting, illustrating exactly how PR campaigns function in the professional world.

Concept Case: At the conclusion of each chapter, readers are introduced to a series of exercises where they can apply the takeaways from each topic to the operational activities of a fictitious client, a national chain of yoga studios. Community Flow Yoga, which is a new start-up chain, is designed to offer a high standard of quality and consistency but also give back to the communities where it does business like a local studio.

PRo Tips: Call-out boxes highlight tips from PR professionals and educators.

Key Terms: Highlighted vocabulary is used as a study guide with complete definitions in the glossary.

Appendix: The appendix includes additional reading material that accompanies and adds additional depth to chapters from the text, particularly in the areas of research, strategy, and tactics.

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We would like to express our deepest appreciation to those who reviewed drafts of the manuscript and made truly insightful suggestions that we have done our best to incorporate into this book:

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About the Authors

Regina M. Luttrell, Ph.D., is currently the associate dean of research and creative activity and the director of the W20 Emerging Insights Lab at the S.I. Newhouse School of Public Communications at Syracuse University. A contributor to *PR Tactics* and *PR News*, as well as peer-reviewed journals, she is a noted speaker where she frequently presents at national and international conferences and business events on topics related to the current social media revolution, the ongoing public relations evolution, and millennials within the classroom and workplace. She is the (co)author of the following books: *Social Media: How to Engage, Share, and Connect*; *The Millennial Mindset: Unraveling Fact from Fiction*; *Brew Your Business: The Ultimate Craft Beer Playbook*; *The PR Agency Handbook*; and *A Practical Guide to Ethics in Public Relations*. Prior to entering the educational field, she spent the first portion of her career in corporate public relations and marketing. Her extensive background includes strategic development and implementation of public relations and social media, advertising, marketing, and corporate communications. She has led multiple rebranding campaigns, designed numerous websites, managed high-level crisis situations, and garnered media coverage that included hits with the *New York Times*, the CBS Evening News, and the Associated Press.

Luke W. Capizzo (PhD, APR) is an assistant professor at James Madison University, specializing in public relations. He is the coauthor (with Regina Luttrell) of *The PR Agency Handbook* and has published scholarly work in such outlets as *Public Relations Review*. His research interests include social issues management, corporate social responsibility, public relations and civil society, and public relations education. Prior to attending the University of Maryland to earn his PhD, he practiced public relations for eight years with a focus on media relations in the financial services, commercial real estate, manufacturing, retail, and technology industries, serving in both agency and in-house roles. Working with a wide variety of clients—from the Fortune 500 to small businesses and nonprofits—he garnered media coverage in top national outlets and trade publications, secured and prepared clients for national cable news interviews, and led projects to improve agency-wide media training, staff onboarding, and client evaluation and reporting metrics. He is an Arthur W. Page Center Legacy Scholar (2020) and has earned the APR (Accreditation in Public Relations) designation through the Public Relations Society of America.

Introduction

CAMPAIGNS IN THE PROFESSIONAL PUBLIC RELATIONS CONTEXT

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THINK AHEAD

0.1 Describe relevant theories of communication and explain how they relate to the practice of public relations.

0.2 Grasp different approaches to public relations campaign planning using both communication theory and public relations planning models.

0.3 Identify the five objectives a communicator employs that provide a clear set of potential outcomes for strategic campaigns.

Theories exist to provide a framework for public relations practitioners to develop their decision-making processes and for planning integrated campaigns. Numerous books are available regarding the topic of **communication theory** and how it relates to public relations. This is not one of those books. What you will find within these initial pages is an introduction to some of the most prominent theories and planning models in the practice of public relations. This introduction should be used as an overarching summary of the theories and planning models employed in public relations campaign planning.

This book is intentionally organized with the many theories and principles of public relations introduced first to provide readers with a better sense of the "why" behind the

PRo Tip

CRITERIA FOR EVALUATING THEORY

Scholars Marianne Dainton and Elaine D. Zelley developed a means by which scholarly theories of communication can be evaluated.[1] These include accuracy, practicality, succinctness, consistency, and acuity.

Accuracy	Has research supported that the theory works the way it says it does?
Practicality	Have real-world applications been found for the theory?
Succinctness	Has the theory been formulated with the appropriate number (fewest possible) of concepts or steps?
Consistency	Does the theory demonstrate coherence within its own premises and with other theories?
Acuity	To what extent does the theory make clear an otherwise complex experience?

Source: Marianne Dainton and Elaine D. Zelley, *Applying Communication Theory for Professional Life: A Practical Introduction* (Thousand Oaks, CA: SAGE Publications, 2015).

"how" of planning. **Public relations** theories, principles, and goals are fostered from the ideologies found within the study of communication. Therefore, it is the job of the practitioner to consider the appropriate theories and models when making decisions and building successful relationships with stakeholders. Properly understanding the theory can help explain how to best develop public relations plans that are most effective in practice for the clients that we represent.

PUBLIC RELATIONS THEORIES AND PRINCIPLES

A **theory** is an idea or set of ideas that is intended to explain related facts or events.[2] The public relations industry is built upon various theories, mainly due to the fact that there is no single theory that is able to fulfill every plan or proposal that a practitioner must organize and execute. Practitioners, therefore, must consider which theory and model is appropriate for their specific planning situations. An obvious place to begin is by examining some of the most widely used theories in the practice and planning of public relations.

Excellence Theory

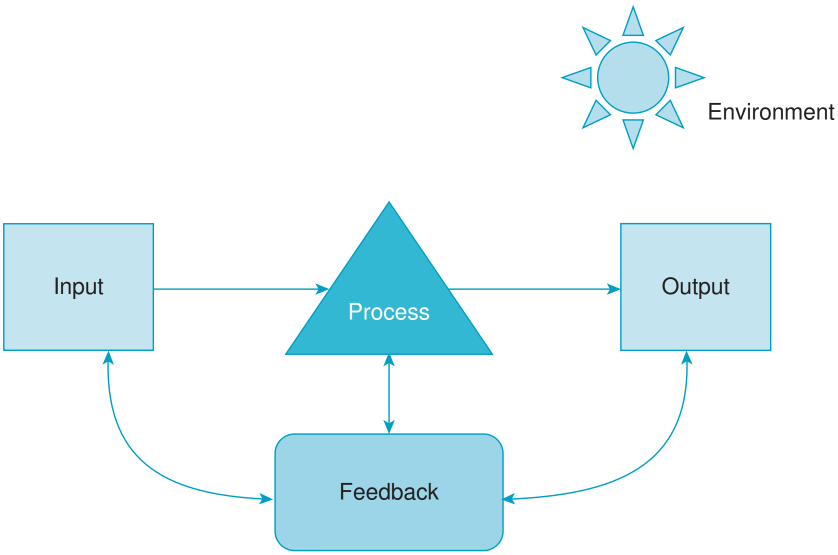
Considered a monumental study in public relations, the Excellence Study and resulting **excellence theory** can be seen as an integration of strategic management theories of public relations into a greater whole.[3] Led by James E. Grunig, the excellence theory is the culmination of a fifteen-year study (1985–2000), funded by the International Association of Business Communicators (IABC), that focused on unveiling the best practices in communication management. Grunig reasoned that the ideal role for public relations is in a strategic management function. By being part of the management team, practitioners encourage leadership to share power through symmetrical two-way communication between an organization and its publics. Rather than using persuasion or one-way "press agentry" approaches, Grunig concluded that providing and receiving information is the most effective and ethical approach to achieving long-term organizational goals, improved relationships with publics, and mutual understanding.[4] The premise behind the excellence theory expressed that the value of public relations lies in the importance of the relationship between an organization and its publics. The development of sound relationships with strategic publics is a critical component for organizations to properly define and achieve goals desired by both the organization and its publics, reduce costs of negative publicity, and increase revenue by providing products and services needed by stakeholders.[5] It is the responsibility of public relations practitioners to identify key publics and cultivate long-term relationships with them using open two-way symmetrical communication. Grunig and his team identified three particular areas of importance to consider:[6]

- Senior management: Involvement in strategic leadership is a critical characteristic of excellent public relations. Public relations executives play a strategic managerial role by having access to key organizational decision makers.
- Organization of communication: The public relations function loses its unique role in strategic management if it is redirected through marketing or other management channels. Therefore, it is essential that the public relations department is headed not by a technician but by a manager who has the ability to conceptualize and direct public relations functions.
- Diversity in public relations: Research illustrates that organizations with excellent public relations value women as much as men within these strategic roles and develop programs to empower women throughout the organization. Today, we continue to see the value of diversity within an organization.

Systems Theory

Each organization should be considered interdependent and interact with various stakeholders to survive and thrive. **Systems theory** can help public relations

FIGURE 0.1
Systems Theory



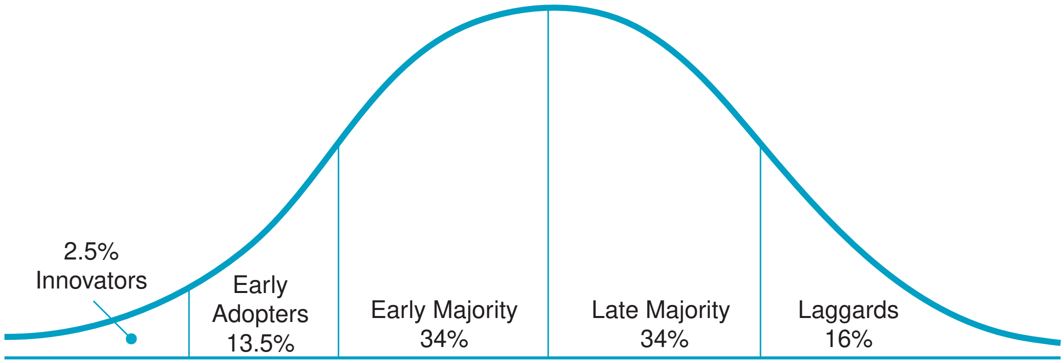
Systems theory positions organizations as part of systems, where one action or process creates feedback and impacts all actors within the environment.

practitioners recognize many of the boundaries found within organizations. This theory understands that organizations are comprised of interrelated parts, adapting and adjusting to changes in the political, economic, and social environments in which they operate.[7] Consider the following example. Envision, for a moment, that you work for a company that makes ice cream. This organization must rely on farmers to provide milk, sugar, and other essential ingredients; customers to purchase their product; the government to set food regulations; the media to help spread their message; and financial institutions to keep them moving forward. As a public relations practitioner, how might you approach any disturbances/evolutions that may occur in the overall business environment? According to Cutlip, Center, and Broom, in an organization such as this, one of the essential roles of public relations is based on a systems theory approach: to help this organization adjust and adapt to changes in its environment.[8]

Diffusion Theory

Diffusion theory is a specific area of communication concerned with the spread of messages that are perceived as new ideas. This theory was developed to explain how, over time, an idea or product gains momentum and spreads through a specific

FIGURE 0.2
Diffusion Theory



While many companies and organizations focus on the first people to try a new product or technology (innovators and early adopters), the majority of consumers wait and see rather than rush to adopt.

population or social system.[9] Everett Rogers, communication researcher, claimed that people make decisions or accept ideas based on the following principles:

1. "Awareness: Individuals are exposed to an idea.
2. Interest: The idea stimulates the individual.
3. Evaluation: The individual considers the idea as potentially useful.
4. Trial: The individual tests the idea.
5. Adoption: The individual acceptance or adoption of the idea after having successfully moved through the four earlier stages."[10]

Public relations practitioners use this approach when planning campaigns to understand how information about organizations, events, products, or issues will be received by the intended audience. It is also useful when evaluating how to appropriately segment messages and develop outreach approaches for different audience groups, as some individuals seek out new experiences, processes, and products (innovators and early adopters) while others wait until nearly everyone else around them has a new piece of technology before using it (laggards).

Framing Theory

The development of **framing theory** has been attributed to sociologist Erving Goffman and anthropologist Gregory Bateson. Framing involves the process of calling attention to a particular aspect of the reality described.[11] Essentially, Goffman and Bateson are suggesting that what is presented to the audience, often called "the frame," can influence the choices that people make about how to process the information they are receiving. For example, when journalists and editors make decisions about whom to interview, what questions are appropriate to ask, and the article content, they are "framing" the story.[12] In essence, framing is the way that a communication source defines and constructs any piece of communicated information.[13] The most common use of frames for public relations practitioners is in how they define problems, diagnose or identify the root cause of the problem, make decisions on how to proceed, and develop solutions to the problem.[14] The media are often thought to influence the perception of the news because they not only tell the audience what to think about but also how to think about a particular issue simply by the way that the news is written, presented, and disseminated. Because public relations practitioners often act as sources themselves, these individuals can be seen as contributing to framing a story that is presented in the media.[15] Framing and the **agenda setting theory** are often connected.

Agenda Setting and Agenda Building Theories

Maxwell McCombs and Donald Shaw were the first researchers to solidify the idea of **agenda setting**. They originally proposed that the media sets the public agenda by not necessarily telling people what to think but what to think *about*.[16] McCombs and Shaw noted,

> In choosing and displaying news, editors, newsroom staff, and broadcasters play an important part in shaping political reality. Readers learn not only about a given issue, but also how much importance to attach to that issue from the amount of information in a news story and its position.[17]

While this theory was originally intended for the news media, public relations professionals can be perceived as using agenda setting when they create and disseminate messages to various audiences, as well as when they work with media as sources on news stories and articles.

Similarly, **agenda building** is the process by which active publics and organizations focused on a cause to attract the attention of the news media and public officials to add their issue to the public agenda.[18] The **agenda building theory** is considered to be an extension of agenda setting. Examples of agenda building can include the release of a report on the effects of global warming, a speech about the movement Black Lives Matter, or even a Facebook page promoting the worldwide rallies held by the Women's March to advocate for legislation and policies regarding human rights and other issues, including women's rights, immigration reform, health-care reform, reproductive rights, the natural environment, LGBTQ+ rights, racial equality, freedom of religion, and workers' rights.

PRo Tip

AGENDA SETTING

In political campaigns, the media may not be effective in swaying public support toward or against a particular issue or candidate. But by continually raising particular questions and issues, or simply by showing an interest in a particular political candidate or issue, the media can lead the discussion toward or away from issues important to the candidate and even to the public (as identified through polls).[19]

Professor Ron Smith, The State University of New York at Buffalo

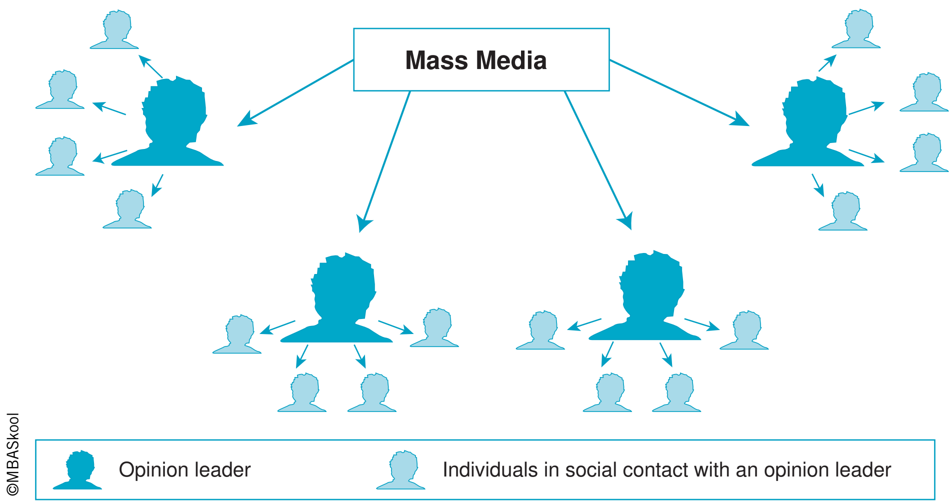
The difference between the two theories can be understood in this way: traditional agenda setting explained the news media's influence on audiences by their choice of what stories to consider newsworthy and how much prominence and space to give them, whereas agenda building theory suggests there is an exchange between the media and sources or society broadly to build an agenda.[20]

Situational Crisis Communication Theory

One of the most widely used theories is **situational crisis communication theory**, also known as SCCT. One of the leading researchers in this area, W. Timothy Coombs, notes that SCCT attempts to predict the level of threat to an organization's reputation during a crisis situation. Crisis management is a growing area within public relations and should play a central role in public relations practitioners' planning. As described in this theory, a crisis is defined as "the negative event that leads stakeholders to assess crisis responsibility."[21] Public relations practitioners often use this theory when faced with responding to a crisis. SCCT provides a recommended framework for response strategies when facing a reputational threat by helping practitioners assess the initial crisis responsibility, crisis history, and prior relational reputation.[22]

As with any discipline based on numerous models, theories on how to properly practice public relations will continue to evolve and develop over time. The seven aforementioned theories present a solid foundation to build upon as we begin to introduce different models for public relations planning. As you will see, these models give practitioners a way to organize concepts and ideas by types of public relations practice. Theories, coupled with planning models, help public relations practitioners predict more effectively what will and will not work in the practice of public relations.

FIGURE 0.3
Two-step Flow Model



Two-step Flow Model

One of the earliest mass communication models of adoption in the field of public relations is the **two-step flow model**.[23] This model states that an organization initially targets its message to the mass media, which in turn delivers that message to the throngs of viewers, readers, and listeners. Individuals that take the time to seek out and understand information on particular societal topics are considered "opinion leaders." Opinion leaders can have substantial influence over their followers. Research indicates that opinion leaders who share the same social status as their followers are the most effective.[24] Opinion leaders consist of individuals from a large range of backgrounds, including family members,[25] doctors, local politicians, mommy bloggers, parish leaders, or educators. Most of the time, opinion leaders are individuals who are well respected within their circle of influence. In the social media world these leaders are often referred to as "influencers."

MODELS OF PUBLIC RELATIONS PRACTICE

Organizations can practice public relations from a variety of different perspectives, whether it is to get information out into public view; to serve as an objective, journalistic voice within and for an organization; to advocate on behalf of an organization in public view; or to provide perspective and insights to balance the relationship

PRo Tip

THEORIES IN PRACTICE—MODELING MEDIA RELATIONS

Public relations scholars Lynn Zoch and Juan-Carlos Molleda created a theoretical model for media relations by combining framing theory and agenda building with the concept of information subsidies. In this case an *information subsidy* represents the value of content within a particular pitch made by a public relations professional to a journalist. It could include access to a difficult-to-reach source, a head start on information not yet available to the public, or details about a particular situation not shared with other media outlets.

To create the theoretical model, Zoch and Molleda explain that practitioners create information subsidies for journalists that frame issues based on the way the organization would prefer to see an issue addressed publicly. Journalists can accept or reject the frame presented as part of their research and preparation in writing a story. In this way, practitioners contribute to agenda building by supporting journalistic interest and coverage of desired issues by mainstream media.

Source: Lynn M. Zoch and Juan-Carlos Molleda, "Building a Theoretical Model of Media Relations Using Framing, Information Subsidies and Agenda Building," in *Public Relations Theory II*, ed. Carl H. Botan and Vincent Hazleton (Mahwah, NJ: Lawrence Erlbaum, 2006), 279–309.

between an organization and its publics. These viewpoints are captured in Grunig and Hunt's four models of public relations: press agentry, public information, two-way asymmetrical, and two-way symmetrical.[26]

Press Agentry

In the **press agentry model**, or publicity model, public information flows in one direction—from the organization to its audiences and publics. Grunig and Hunt noted that persuasion is often used to achieve organizational goals. This model is one of the oldest forms of public relations and is often synonymous with promotions and publicity. Public relations practitioners using this model are generally looking for "ink": media coverage. Essentially, these practitioners are hoping to get their organization mentioned in the media for purposes of promotion. This model can include propaganda tactics and publicity stunts such as giveaways, large events, or celebrity sponsorships.

Public Information

The purpose of the **public information model** is to provide relevant and useful information directly to the public rather than for promotional purposes or targeted publicity. This model, positioning public relations practitioners as journalists-in-residence, employs one-way communication and is widely leveraged within the areas of government relations, educational institutions, nonprofit corporations, and some corporations.[27] While this approach is neutral in its overall outreach, it is considered "craft" rather than "professional" public relations due to its nonstrategic nature. For example, many government officials leading communication efforts go by job titles such as *public information officer*, with their mandate to inform the public—using both traditional earned media and digital channels—about what is going on in their specific department or agency.

Two-way Asymmetrical

By implementing scientific persuasion methodologies, the goal of the **two-way asymmetrical model** of public relations planning is to convince others to accept an organization's message. Public relations practitioners capitalize on the use of surveys, interviews, and focus groups to measure relationships in an effort for the organization to design public relations programs that will gain the support of key, targeted publics. Information does flow between the organization and its publics; however, the organization is more interested in having their publics adjust to the organization rather than the opposite. Political campaigns as well as traditional public health initiatives are examples of the two-way asymmetrical model.

Two-way Symmetrical

The **two-way symmetrical model** presents a balanced, strategic, and informed approach to public relations. Organizations and their publics adjust to each other and attempt to achieve mutual understanding using two-way communication, not persuasion. When public relations practitioners employ the two-way symmetrical model they not only provide information to their intended publics but also listen and receive information. Some believe that the development and adoption of social media as a communication platform provides an effective and efficient avenue for conducting two-way symmetrical communication.[28]

Public relations is a strategic process established to influence public opinion, through sound ethical and accurate implementation, based on mutually satisfactory two-way communication. In practice, public relations departments use a mixture of these models depending on the goal, message, or public at hand. Some of the more historically well-known models are also extremely valuable as tools in strategic planning.

PUBLIC RELATIONS PLANNING MODELS

Several useful planning models identify central ideas within public relations and inform development of campaign objectives, strategies, and tactics. Each of these models is presented below, including the R.O.P.E., R.A.C.E., and R.O.S.I.E. planning models.[29] Let us take a closer look.

R-A-C-E, R-O-P-E, or R-O-S-I-E

We've already seen that planning and processes are an integral part of the successful execution of a public relations campaign. John Marston developed the four-step management process for public relations in his 1963 book, *The Nature of Public Relations*, which he called the R-A-C-E model.[30] To this day many public relations practitioners implement and follow it regularly:

Research: Practitioners must first conduct research to understand the problem or situation.

Action: Practitioners decide what actions will be taken to address the problem or situation.

Communication: Practitioners determine which channels will be used to communicate the plan of action to the public.

Evaluation: Practitioners assess whether or not the defined goals were achieved.

Shelia Clough-Crifasi expanded on the R.A.C.E. model in the year 2000 to encompass a more managerial approach when she developed the R.O.S.I.E. model: R—Research, O—Objectives, S—Strategies and planning, I—Implementation, and E—Evaluation.[31] Other iterations of the R.A.C.E. and R.O.S.I.E. model exist in public relations planning as well, including the P-A-C-E (planning, action, communication, evaluation) model, the A-C-E (assessment, communication, evaluation) model, and the S-T-A-R-E (scan, track, analyze, respond, evaluate) model.[32] Regardless of which model is subscribed to, planning is essential if practitioners want to achieve positive outcomes that enhance an organization's relationships with its public. Each of these models outlines the importance of several key factors: the role of research and planning to understand the situation at hand; the identification of clear, measurable objectives; the planning and execution of the campaign itself; and the evaluation of the campaign's success based on its achievement of those objectives.

ROSTIR: Research, Objectives, Strategies, Tactics, Implementation, and Reporting

This book is organized around a new evolution of this approach, the ROSTIR model, which emphasizes the steps in this process necessary for successful campaigns in today's rapidly changing public relations landscape. ROSTIR stands for Research (including developmental research, diagnosis, and goal setting), Objectives, Strategies, Tactics, Implementation, and Reporting/Evaluation. As we'll explore in the chapters to come, this model clearly reflects the campaign planning needs of practitioners and can be understood in conjunction with the other models.

PRo Tip

STRATEGIC MESSAGING

When creating strategic messaging, Jamie Turner from the *60 Second Marketer* advises practitioners should do the following:

- Prioritize and crystallize information
- Ensure consistency, continuity, and accuracy
- Measure and track success

Source: Jaimie Turner, "Three Tips to Overcome Email Fatigue in the New Year," *60 Second Marketer*, January 20, 2015, https://60secondmarketer.com/blog/2015/01/20/three-tips-overcome-email-fatigue-new-year/.

Each of these models enriches our understanding of how public relations is practiced, but they can only take public relations planning so far. Every approach to campaign planning should be thought of as either circular or ongoing and including research and evaluation as a central component during every stage of the planning process. As a strategic management function, public relations adds value to organizations by continually assessing the organizational environment and adjusting communication strategies and tactics accordingly. Campaigns may end, but the planning process never does: the end of one campaign becomes the beginning of the next. That being said, any good model also relies on the development of solid strategic communication targets with appropriately defined goals, objectives, and purpose.

Communication Goals

Strategic communication can be either informational or persuasive in nature; however, its overarching purpose is to build an understanding and garner support for ideas, causes, services, and products. Given that public relations is a deliberate process, every instance of communication must contain a goal, objective, and purpose. There are four standard communication goals that are regularly referred to in the industry: to inform the recipient, persuade the recipient, motivate the recipient, and build a mutual understanding between the recipient and the originator of the message.[33] Patrick Jackson, former editor of *pr reporter*, believes that when creating a piece of communication, "the communicator should ask whether the proposed message is appropriate, meaningful, memorable, understandable, and believable to the prospective recipient."[34]

Just as the development of appropriate content is important, public relations practitioners must also pay special attention to the objectives of the messages being communicated. In addition to contributing to multiple public relations theories, James E. Grunig has also introduced five objectives for a communicator in order to provide a clear set of potential outcomes for strategic campaigns.[35]

1. **Message exposure**: Audiences are exposed to messages in various forms. From newsletters to brochures, blogs, and social media channels, public relations practitioners often provide materials to the mass media to disseminate their messages.
2. **Accurate dissemination of the message**: Information can be filtered by editors, journalists, and bloggers, but the overarching message stays intact as it is transmitted through various channels.
3. **Acceptance of the message**: The audience retains the message and can accept it as valid based on their perceptions and views.
4. **Attitude change**: The audience members will make a mental or verbal commitment to change their behavior as a result of the message.
5. **Change in behavior**: The audience genuinely changes their behavior. This could be to purchase the product and use it or vote for a different candidate in an election.

PULLING IT ALL TOGETHER

Theories and models related to practical public relations execution continue to evolve and contribute to the predicted successes in practice. Theories and models provide practitioners with guidance on how to organize concepts as warranted by the differing types of public relations practice. By moving the mindset of public relations beyond the early models of planning toward a more clearly defined set of measurable variables, researchers such as Grunig, Cutlip, Scott, and Allen introduced to the field a far more sophisticated way to evaluate public relations.

THINK CRITICALLY

1. Evaluate each theory presented in the chapter, and discuss the one(s) you believe are used most often in public relations planning.
2. Search the Internet to find examples of organizations using theory as the foundation for their public relations campaigns.
3. Compare and contrast the public relations planning models, then discuss which planning model you perceive to be most effective and why.
4. According to AdAge, Netflix's *Gilmore Girls* revival ranked as the No. 3 most-watched original series on the platform. The four-part series "averaged 5 million viewers among 18- to 49-year-olds and pulled a 3.59 rating in the demo in the three days after it dropped on Netflix."[36] Using what you have learned in this chapter, explain what theories and public relations models were implemented that help explain the success of the revival. Critique whether or not Netflix successfully applied James E. Grunig's five objectives for communicators.

KEY TERMS

CONCEPT CASE: COMMUNITY FLOW YOGA*

This textbook features a reoccurring Concept Case that takes readers through exercises based on a fictitious client, Community Flow Yoga. This growing company is an aspiring national chain, but also emphasizes local ownership for individual studios and seeks to connect with local communities as part of its business model and corporate purpose. As you progress through the textbook, you will consider and apply the learnings of each topic to the operational activities of Community Flow Yoga.

- Choose two theories in this chapter and explain how Community Flow Yoga might use them when planning a marketing or community engagement campaign.
- How can strategic thinking be incorporated into the models presented in this chapter, and how could it fit with planning an integrated campaign for Community Flow Yoga?
- Research other fitness companies that share some of the same traits or values as Community Flow Yoga. What types of strategies, tactics, and messages are they using to communicate with their audiences?

**Community Flow Yoga is an imaginary organization created to be an example of the types of challenges a real company might face in planning and executing integrated public relations campaigns.*

Introduction to Integrated Campaigns

1

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THINK AHEAD

1.1 Identify the need for new models of public relations planning.

1.2 Describe the six steps of the ROSTIR public relations planning model.

1.3 Articulate the significance of planning models.

1.4 Summarize the diversity-first approach and understand how to utilize the Diversity & Inclusion Wheel when developing integrated campaigns.

There are moments in the life cycle of an organization when public relations (PR) efforts may signal the difference between the success and failure of a brand. Our approach to planning begins with the premise that, while there are many valid choices that PR practitioners can make over the course of a campaign, not all are created equal. How can we craft objectives and select strategies and tactics that serve as the foundation for successful, ethical campaigns and respected organizations? Our industry has long suffered mixed perceptions regarding the role of PR professionals. We have been called “PR flacks” and “spin doctors,” and have battled mightily in defense of our expertise, budgets, and professional worth. By using a research-first approach and addressing challenges, failures, corrections, and revisions incorporating real-world, integrated campaign situations, students will be provided the necessary tools to make more thoughtful and informed choices as practitioners.

A NEED FOR NEW PUBLIC RELATIONS PLANNING MODELS

A recent study[1] by Marlene Neill and Erin Schauster highlighted that traditional competencies required to be successful within PR, including writing and presentation skills, remain a foundation within the profession; however, additional proficiencies are now necessary. Newly created roles in today's workforce including **content amplification** of earned media, **native advertising**, **online community management**, **programmatic buying**, **social listening**, and **social media analytics** are contributing to the rapidly expanding vocabulary for those teaching and learning about the profession of PR. Content amplification allows practitioners to use paid tactics to increase the reach of messages to publics across multiple channels, including websites, and social media sites. At present, a gap exists in PR education as a result of the evolution that our field has experienced over the past ten years. Two factors of particular importance are the impact of **social media**[2] on the profession and the need to incorporate **diversity and inclusion** within the PR curriculum.[3] The second edition of this book identifies three new models supporting successful integrated campaign planning and execution and also highlights methods that today's practitioners use to plan, execute, and measure their PR campaigns.

Emerging Models

The process of conducting effective PR is grounded in sound methodologies for solving problems and robust planning. The role that research plays to fully understand a situation and set communication goals; the identification of clear, measurable objectives; the execution of the campaign itself; and the evaluation and reporting of the campaign's success are all critical elements to consider as a practitioner. Within this text, we will explore a new evolution of this process using the ROSTIR (Research/Diagnosis, Objectives, Strategy, Tactics, Implementation, and Reporting/Evaluation) model. This emerging model emphasizes those steps critical to the development of successful campaigns in today's rapidly changing PR landscape, including the incorporation of **PESO's** (paid, earned, shared, and owned media) wide variety of related tactical elements. In fact, these two models reflect work practiced on a daily basis in PR agencies around the globe. As a result of the integration of many PR, **marketing**, and **advertising** functions within organizations, new models need to be adopted that prepare the next generation of professionals.[4] The third and final model we will explore is the Diversity & Inclusion Wheel, which incorporates diversity at the very start of any integrated campaign—the research phase—and follows through to reporting and evaluation.

PRo Tip

AMPLIFYING CONTENT

Developing integrated campaigns blends complementarity communication channels and tactics, which is why content amplification is used so frequently. This method allows practitioners to use paid tactics to increase the reach of messages to publics across multiple channels, including websites and social media sites.

FIGURE 1.1

The ROSTIR Model

Research is critical at every stage of campaign development and execution. Insights from before (developmental research), during (refinement research), and after (evaluative research) implementation should inform public relations outreach and future campaigns.

THE SIX STEPS OF ROSTIR

ROSTIR stands for Research/Diagnosis, Objectives, Strategies, Tactics, Implementation, and Reporting/Evaluation. As we explore in subsequent chapters, this model appropriately reflects the needs of today's practitioners. While the traditional models of PR including R.A.C.E. (Research, Action, Communication, Evaluation) and R.O.P.E. (Research, Objectives, Programming, Evaluation) certainly apply, the industry has experienced a clear shift toward approaches that not only position an organization as a strategic leader in its respective industry but also as a genuine, authentic, and progressive organization desiring to connect with its audience.

THE VALUE OF PUBLIC RELATIONS PLANNING MODELS

The value of any model is in its ability to help enrich our understanding of how an industry or function is practiced. In the world of PR, traditional models can only take the task of planning so far. Plans should be reviewed and revised on a regular basis, leveraging research at every stage, not merely during the initial planning phase as depicted in R.A.C.E. and R.O.P.E.

TABLE 1.1
ROSTIR PR Planning Guide

Stage	Actions
Research and Diagnosis	• *Perform Developmental Research*: Conduct secondary and primary research to better understand the organization and its environment. • *Diagnose Challenges and Opportunities*: Define the problems or possibilities for the organization. • *Set Communication Goals*: Connect organization-wide goals to communication or public relations goals to define the impact role for communication and set the scope of the campaign. • *Target Key Audiences and Stakeholders*: Research, select, and prioritize audiences, publics, and stakeholders. • *Diversity and Inclusion*: Perform research with publics, not just on publics; consider extraorganizational impact of goals. • *Diversity and Inclusion*: Work to become more aware of your own biases, considering how they might come into play in the specific campaign at hand. • *Diversity and Inclusion*: When soliciting participants for original research, ensure members are from heterogenous groups.

Objectives	• *Set S.M.A.R.T. Communication Objectives* ○ *Specific*: Focus on the situational communication problem or opportunity at hand for a particular public. ○ *Measurable*: Define success through output, outtake, and (preferably) outcome metrics. ○ *Attainable*: Make objectives realistically achievable within budgetary, time, and competitive constraints. ○ *Relevant*: Support and prioritize an organization's mission and goals. ○ *Time-Bound*: Create a clear timetable for execution and measurement. • *Diversity and Inclusion*: Consider why some audiences are targeted and not others, as well as how achieving objectives might impact diverse publics and stakeholders.
Strategies	• *Leverage Organizational Strengths*: Strategies should reflect the unique internal and external organizational environment to place the campaign in the best possible light. • *Complementary Channel Selection*: Support objectives through complementary channel approaches reflecting different audiences, implementation stages, or message components. • *Diversity and Inclusion*: Develop messages and select channels with publics, not just for publics.
Tactics	• *Craft Effective Messaging*: Create memorable campaign-wide and audience-specific messages supported by research. • *Define a Campaign's PESO Approaches*: The tactical mix should reflect audience(s)/publics, timeline, budget, messaging, and team expertise. ○ Paid Media ○ Earned Media ○ Shared Media ○ Owned Media ○ Converged Media • *Diversity and Inclusion*: Review the diversity wheel and look for opportunities to include more representative examples, stories, images, and experiences in campaigns.
Implementation	• *Project Management*: Define the budget, timelines, and workflow processes needed to execute the campaign. • *Implementing the Plan*: Demonstrate persistence, perseverance, and flexibility in communicating with stakeholders. • *Continuous Improvement* ○ *Self-awareness and Self-evaluation*: Create space for reflection and to regularly adjust personal processes in outreach efforts. ○ *Refinement Research*: Track metrics and responses to outreach and messages to see which strategies and tactics are most effective. ○ *Embrace Change*: Rather than executing a plan exactly as written, practitioners should regularly examine the lessons learned throughout a campaign and adjust accordingly.

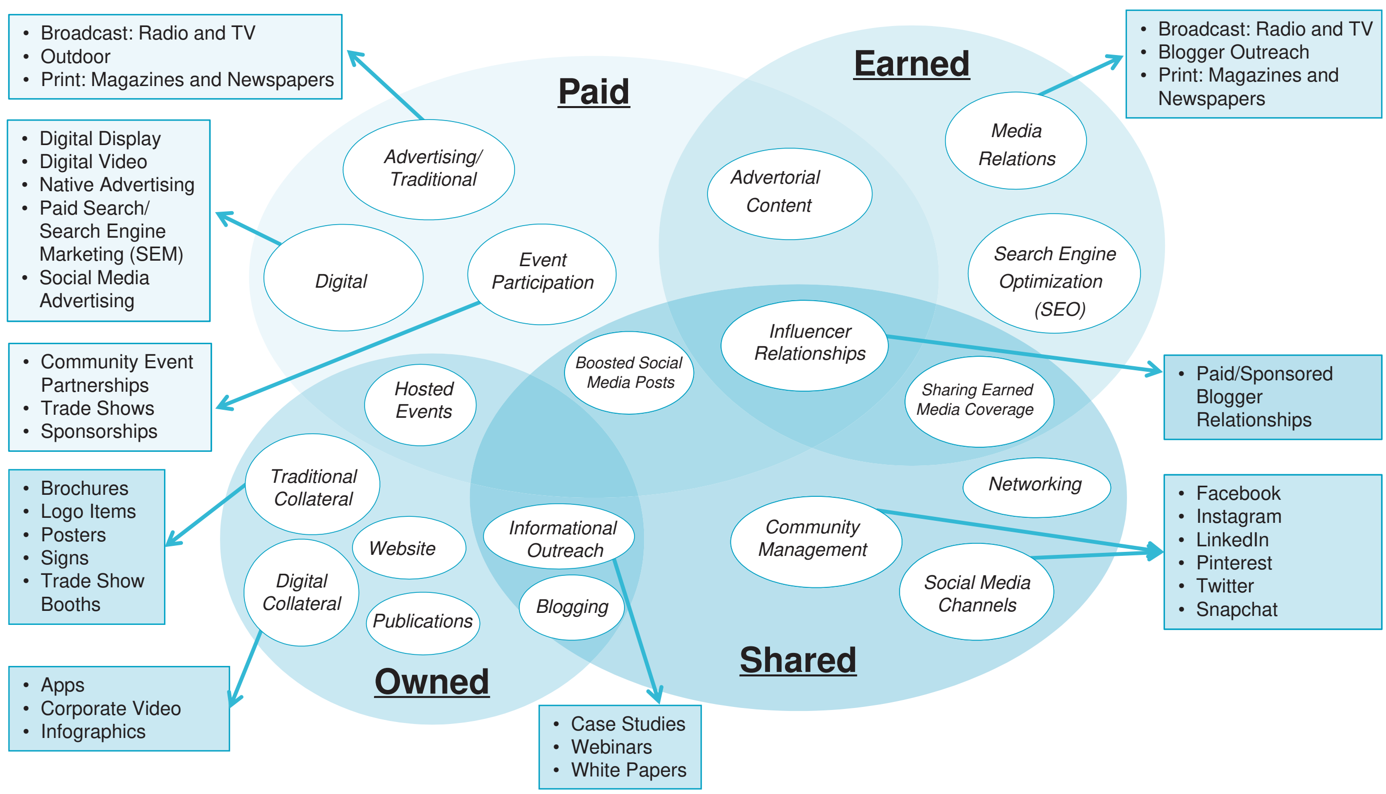
	• *Diversity and Inclusion*: Monitor for unintended consequences; willingness to revise, update, and adjust tactics and messages as conversations and publics emerge and change.
Reporting and Evaluation	• *Evaluative Research*: Review objective-centered metrics and examine unexpected results—both qualitatively and quantitatively—to create a holistic perspective on your campaign. • *Turning Evaluation into Improvement*: To inform future campaigns, define lessons learned for the PR team as well as for the organization itself. • *Reporting Results*: Generate easy-to-understand, scannable, and customized reporting documents for key stakeholders and organizational leaders. • *Diversity and Inclusion*: Evaluate for social and community impacts. Segment reporting (how did the campaign impact a variety of audiences differently). If needed, communicate outcomes to diverse audiences inside and outside the organization.

PR should be considered a strategic management function, adding value to organizations through the continual assessment of the organizational environment and then adjusting communication strategies and tactics accordingly. It is important to note that many of the best **public relations campaigns** are rarely ever finished. Real-world campaigns are judged on impact, actions that consumers take, and awareness with regard to a brand, product, event, or even an individual. When planning and executing a PR plan, organizational leaders are interested to see that their audience is connecting, purchasing, attending, sharing, and engaging with them. Campaigns are not only about creating a perfect plan, rather, they are also about connecting the targeted audience(s) with the correct message(s) at a specific time in order to drive action/change. In truth, **C-suite** (Chief Executive Officer, Chief Marketing Officer, Chief Operating Officer, etc.) leaders are generally less interested in the approach or tactics (media relations, marketing, or social media) used in developing a successful plan and more interested in the results. This is why it is critically important to understand the appropriate tools to implement at the right time. At the end of the day, good PR models incorporate the development of solid **strategic communication** targets with aptly defined goals and objectives, tied to a clear organizational purpose.

The process of appropriately planning a campaign requires a practitioner to anticipate challenges, ensure that audiences are clearly defined, identify objectives, and prioritize resources efficiently in order to work best with each **stakeholder**. The practice of PR should take on an integrated approach. When we commit to our audience, mission, and goals, we ensure that the best resources are being allocated to our campaign efforts. Let's face it, not every challenge or opportunity will be solved in the same way. Tactics may change over time, but the underlying rules of effective communication will remain the same.

FIGURE 1.2

The PESO Model



What's more, as organizations attempt to engage with diverse stakeholders through purposeful campaigns, it is their responsibility to make **diversity**, **equity**, and **inclusion (DEI)** a core element of their brand and its subsequent PR endeavors. In this second edition, we introduce the diversity-first approach.

THE DIVERSITY-FIRST APPROACH

Employing a diversity-first approach means that we have to start with understanding the differences between diversity, equity, and inclusion (DEI). The University of Michigan sums up the three areas well: "Diversity is where everyone is invited to the party. Equity means that everyone gets to contribute to the playlist. And inclusion means that everyone has the opportunity to dance."[5] To be truly inclusive, according to the Public Relations Society of America (PRSA), organizations must "champion diversity of thought, cultures, disciplines, ideals, gender, disabilities, sexual orientation and age."[6] Rather than making DEI add-on elements of an integrated campaign, practitioners must make conscientious decisions to prioritize diversity, equity, and inclusion at each step—starting with research through to planning, execution, and reporting. This can only be accomplished when practitioners take the time to develop their skills and knowledge in these areas.

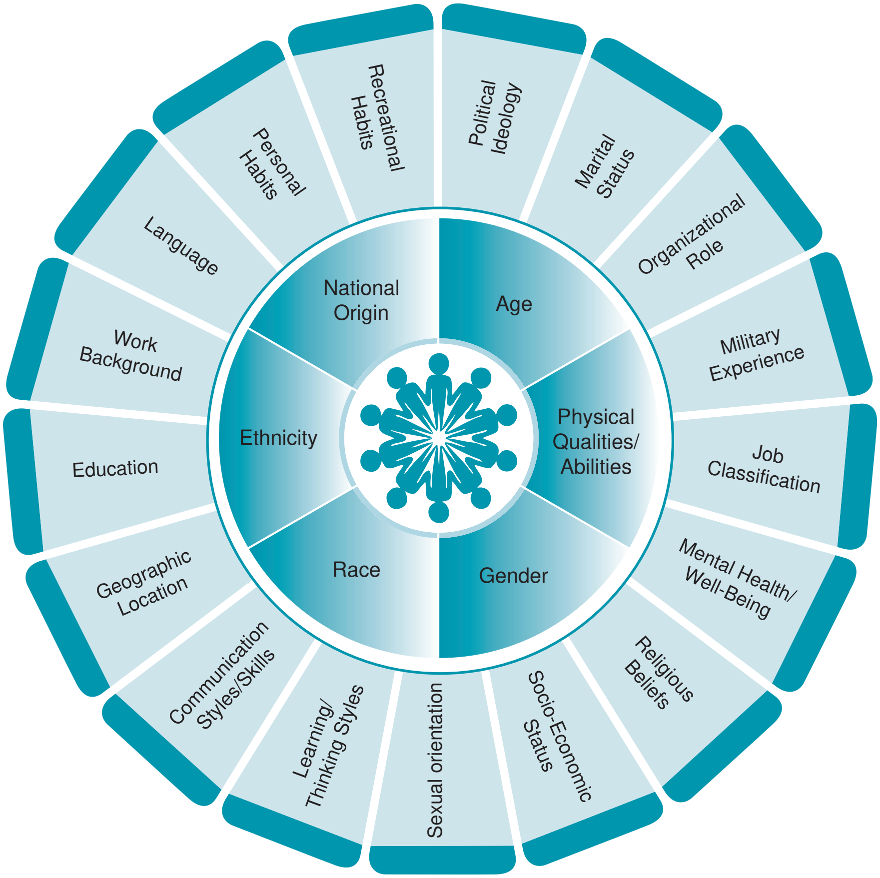
How many times as a student have you found your professor showing yet another offensive campaign from a big brand and asking the same questions: "Who approved this? How did this make it to mainstream media?" H&Ms Monkey of the Jungle, Pepsi's gaff of Kylie Jenner reimagining a Black Lives Matter protest, Gucci's blackface sweater, or Dolce and Gabbana's racist ad that included a woman eating pizza with chopsticks. We are continually asking: Why can't brands do better? We have to stop asking ourselves these questions and change our processes.

The diversity and inclusion model was first introduced in 1991[7] and created by DEI pioneers Dr. Lee Gardenswartz and Dr. Anita Rowe,[8] two researchers who have dedicated their careers to diversity, equity, and inclusion. Since then, the model has been modified repeatedly. The literature reveals that much of what we know about DEI centers on people, human resources, and workplace settings. In fact, one of the earlier images of the model, illustrated in 2008 by Lynn Perry Wooten, was used to start a dialogue surrounding workplace diversity initiatives.[9] The Intergroup Relations Researchers at the Spectrum Center housed at the University of Michigan developed the Social Identity Wheel and the Personal Identity Wheel based of early research in this area. According to the Spectrum Center, "the Social Identity Wheel worksheet is an activity that encourages students to identify and reflect on the various ways they identify socially, how those identities become visible or more keenly felt at different times, and how those identities impact the ways others perceive or treat them."[10]

While the Personal Identity Wheel encourages students to reflect on how they identify outside of social identifiers.[11] Both help people consider their individual identities and how privilege operates within society to normalize some identities over others. As PR practitioners, we can learn much from previous research in this area and apply it to our tasks as professionals and brand advocates.

The model illustrated in this book is yet another modified version of Gardenswartz and Rowe's original model. Building upon previous research, scholars have adapted these tools and developed a version for PR students and practitioners, calling it the Diversity & Inclusion Wheel for PR practitioners.[12] As you will see, this is an amalgamation of similar identity tools that can be found widely in journals and online.[13,14]

Diversity & Inclusion Wheel For PR Practitioners



The center of the wheel has six core spokes that organizations should consider when first beginning to develop a campaign. Did your initial research include people from heterogeneous or varied groups and identities? Is your planning team made up of people with diverse thinking styles, life experiences, management skills, or team members with different roles in the company? Does your campaign or plan represent people of various genders, ages, physical qualities or abilities, different ethnicities, or places of origin? If not, deepen and expand your initial research and the overall campaign you are about to develop. The outer layer of the wheel, beginning at the top and moving clockwise around the wheel, includes 17 diverse and inclusive areas such as marital status, religious beliefs, mental health/well-being, language, communication styles, thinking styles, education, or language. The idea is not to incorporate every spoke or external layer represented in the Diversity & Inclusion Wheel, but to consider deeply whether the same people are continually represented and create a campaign that includes two or three inner spokes and an array of external layers presented here. Research has shown that diverse teams bring multiple perspectives to the strategic decision-making process and that diverse outcomes more fully reflect client demographics.

Creating processes that make us more aware of the nuances of diversity and inclusion helps PR professionals adjust strategy, messaging, and execution. By using the Diversity & Inclusion Wheel and following these simple guidelines practitioners can develop more purposeful campaigns:[15]

- **Diversity-first approach**: Be intentional with every element included in all aspects of campaign research, development, planning, and execution.
- **Personal biases**: Become overtly aware of the bias you may be harboring. If you're unsure, visit Harvard University's Project Implicit website and take a free test http://bit.ly/ProjectImplicitHU. Educating the public surrounding their hidden biases is the overall goal of the implicit bias project.[16]
- **Heterogenous groups**: Deliberately create heterogenous groups because they offer a more equitable space for conversation and decision making.
- **Be an advocate**: Promote diverse and inclusive practices.

True diversity and inclusion initiatives require commitment. Many PR practitioners have a seat at the management table. It's up to us to lead the decisions that impact our organizations. We must hold our companies accountable for their DEI initiatives—or lack thereof.