## Contents

Preface to the Second Edition		xiii
1	The Need for Strategic Public Relations Management	I
	<ul> <li>Surviving Amid Fierce Competition 2</li> <li>Strategic Versus Tactical Decision Making 4</li> <li>The Often Misunderstood Role of Public Relations</li> <li>Using Research to Enhance the Credibility of Public Relations 7</li> <li>Organization of the Book 9</li> </ul>	6
	I. FRAMEWORK FOR PLANNING	
2	Where the Strategic Manager Begins: Taking Stock	13
	Management by Objectives 14 The Accountable Manager 15 The Mission Statement 17 Mission Versus Vision and Values 19 The Problem Statement 20 The Situation Analysis 26 Sources of Information 27 Final Thoughts 30	

3	Elements of the Campaign Recipe	31
	Goals 31 Objectives 33 Strategies 45 Tactics 46 The Strategic Planning Ladder 47 Initiating the Planning Process 49 Final Thoughts 52	
4	Determining Research Needs: Developing the Research Plan	53
	The Role of Research 56 The Benefits of Research 57 Specific Research Functions 59 Elements of a Research Plan 62 Determining Research Needs 62 Determining and Understanding Target Publics 64 Determining Program Outcomes 66 Testing Communication Channels 66 Testing the Message 68 Testing the Information Sources 68 Developing a Research Strategy 69 Developing a Realistic Research Proposal 73 Final Thoughts 74	
	II. GATHERING USEFUL DATA FOR STRATEGIC GUIDANCE	
5	Research Decisions and Data Collection	77
	<ul> <li>Applications of Research 79</li> <li>Before Starting the Research Process 81</li> <li>Formal and Informal Approaches <ul> <li>to Public Relations Research 84</li> </ul> </li> <li>Informal Research Concerns 87</li> <li>Research Issues to Consider 90</li> <li>Steps to Research Project Design 93</li> <li>Final Thoughts 96</li> </ul>	
6	Making Research Decisions: Sampling	97
	Sampling Basics 98 Generalizing From a Sample to a Population 99 Sampling Methods 101 Nonprobability Sampling Methods 102	

Probability Sampling Methods 105 How Big Should a Sample Be? 110 Calculating the Appropriate Sample Size 112 Sample-Size Formula 118 Error Calculations 120 Issues and Assumptions 122 Final Thoughts 123 7 Making Research Decisions: Informal Research Methods 125 Personal Contacts 126 Professional Contacts, Experts, and Opinion Leaders 127 Advisory Committees or Boards 128 Field Reports 128 Community Forums/Group Meetings 129 Telephone Calls, Mail, and Electronic Mail 129 Library Research 131 Internet Research 133 Clip Files and Media Tracking 134 Real-Time Responses to Media Messages and Survey Ouestions 139 In-Depth Interviews 140 Panel Studies 142 Q Methodology 143 Final Thoughts 145 **8** Making Research Decisions: The Focus Group 147 Characteristics of the Focus Group 148 Advantages and Disadvantages of Focus Groups 149 Selecting and Recruiting Participants 150 The Focus Group Setting 152 Staffing 153 Characteristics of the Moderator 153 Dealing With Difficult Group Members 155 Protocol Design 155 Message and Idea Testing 157 New Options Made Possible by Technology 160 Running the Group 161 Analyzing the Results 162 Final Thoughts 163 **9** Making Research Decisions: Formal Research Methods 164 A Brief Review of the Characteristics of Formal,

Scientific Research

165

	Survey Research Overview 167 Experiments 174 Content Analysis 183 Final Thoughts 190	
10	Making Research Decisions: Survey Research	191
	Mail Surveys 193 Telephone Surveys 200 Online Electronic Surveys 206 Personal Interviews 209 Final Thoughts 216	
11	Making Research Decisions: Questionnaire Design	217
	Understanding Reliability and Validity 218 Levels of Measurement and Why They Matter 222 Types of Questions and the Information Each Type Provides 226 Ensuring Clarity and Avoiding Bias 232 Questionnaire Layout and Design 234 Handling "Don't Know" Responses 239 Design Features That Affect Response Rate 243 Final Thoughts 250	
12	Collecting, Analyzing, and Reporting Quantitative Data	251
	Designing Surveys for Easy Data Entry 251 Training Interviewers 256 Call Sheets 257 Timing of Telephone Surveys 258 Response Rates 258 Reporting Univariate Relationships 260 Reporting Relationships Among Variables 263 Final Thoughts 266	
	III. USING THEORY FOR PRACTICAL GUIDANCE	
13	What Theory Is and Why It Is Useful	271
	What Is a Theory? 272 Finding a Good Theory 272	

A Theoretical Framework for "Symmetrical" Public
Relations 274
A Theoretical Framework for "Asymmetrical"
Campaigns 284
Final Thoughts 296

## **14** Theories for Creating Effective Message Strategies

Mendelsohn's Three Assumptions for Success 298 How People Respond to Messages (McGuire's Hierarchy of Effects or "Domino" Model of Persuasion) 299 Just How Difficult Is It? 305 Problems With a Source-Oriented Perspective 306 Limitations of the Domino Model—Acknowledging People Are Not Always Logical 309 Why People Respond to Messages—Finding the Right Motivating Strategy 311 Other Theories That Explain Special Situations 326 Final Thoughts 327

## **15** Practical Applications of Theory for Strategic Planning 328

About Sources 329 About Messages 330 About Channels 332 Which Channels Are Best? 335 Media Advocacy (Guerilla Media) 337 Making Media Advocacy Work 340 Making the Most of Unplanned Opportunities 343 Final Thoughts 345

## IV. THE SUCCESSFUL PITCH AND FOLLOW-THROUGH

16	Presenting Campaigns, Program Proposal and Research Reports	ls,	349
	Introductory Material 350		
	Executive Summary 352		
	Situation Analysis and Research Needs	353	

Research Goals 354

297

Research Objectives 354 Research Hypotheses 354 Research Strategies 354 Results (With Minimal Interpretation) 355 Revised Situation Analysis 356 Proposed Communication Plan 356 Conclusion 357 References and Appendixes 357 The Successful Writer's Mind-Set 357 Oral Presentations 360 Final Thoughts 361

Appendix A Public Relatio	Code of Professional Standards for the Practice of ns	362
Appendix B	Code of Professional Ethics and Practices	373
Appendix C Evaluating PR	Guidelines and Standards for Measuring and Effectiveness	377
References		389
Author Index		401
Subject Index		404