Preface to the Second Edition

1 The Need for Strategic Public Relations Management
   Surviving Amid Fierce Competition  2
   Strategic Versus Tactical Decision Making  4
   The Often Misunderstood Role of Public Relations  6
   Using Research to Enhance the Credibility of Public Relations  7
   Organization of the Book  9

I. FRAMEWORK FOR PLANNING

2 Where the Strategic Manager Begins:
   Taking Stock
      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

Applications of Research 79
Before Starting the Research Process 81
Formal and Informal Approaches
to Public Relations Research 84
Informal Research Concerns 87
Research Issues to Consider 90
Steps to Research Project Design 93
Final Thoughts 96

6 Making Research Decisions: Sampling 97

Sampling Basics 98
Generalizing From a Sample to a Population 99
Sampling Methods 101
Nonprobability Sampling Methods 102
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 297
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 Proposals, and Research Reports 349
Introductory Material 350
Executive Summary 352
Situation Analysis and Research Needs 353
Research Goals 354
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  Code of Professional Standards for the Practice of Public Relations 362
Appendix B  Code of Professional Ethics and Practices 373
Appendix C  Guidelines and Standards for Measuring and Evaluating PR Effectiveness 377
References 389
Author Index 401
Subject Index 404