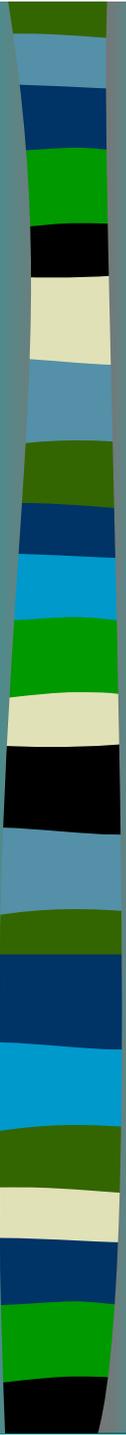


Developing A Winning Communications Plan



**Civil Air Patrol
Public Affairs
August 7, 2007**

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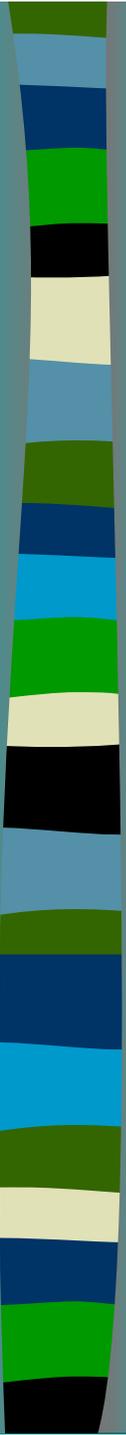
Outcomes of the Day

- Generating plan goals
- Targeting audiences
- Setting clear objectives
- Forming specific strategies
- Best tactics
- Measurement

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Purpose of Planning

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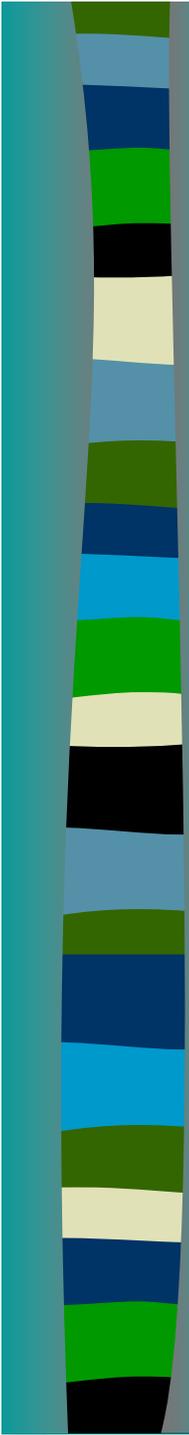


Purpose of Plan

Organizational planning

- Integrates everyone's efforts
- Creates better teams
- Focuses efforts
- Creates more measurable results
- Reduces "wild ideas" and other diversions!

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Outcome of Process

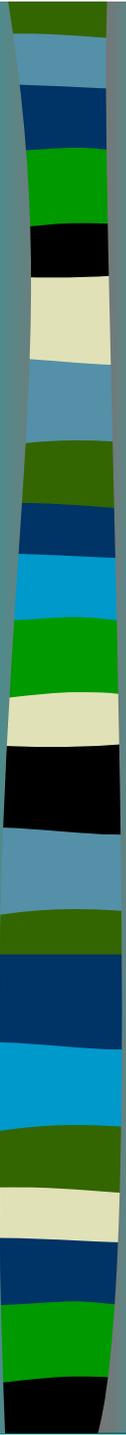
Utilizes public relations to reach the goals and objectives of the organization!

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The Types of Plans Needed

Are You Planning to Win or
Failing to Plan?

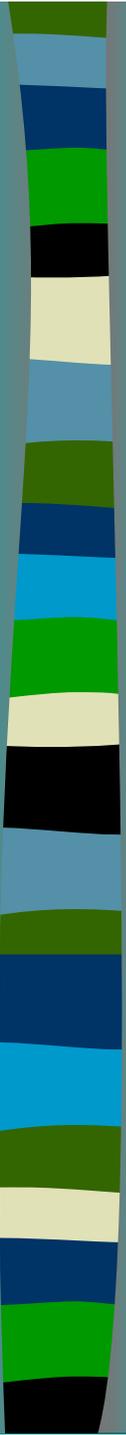
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Organizing Your Efforts

- Strategic Plan
 - Senior staff responsibility
- Annual Operating Plan and Budget
 - Senior staff responsibility
- Communications Plan
 - Public relations, marketing, etc. responsibility
- Crisis Communications Plan

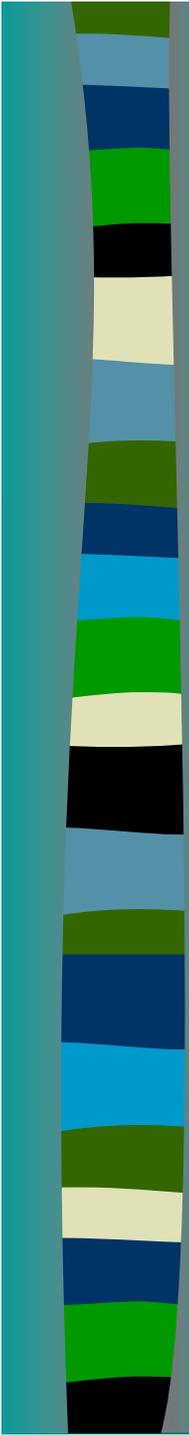
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Strategic Plan

- Focuses organization
- Builds team
- Sets tone for all other efforts
- Critical component for success
- Critical board responsibility!!

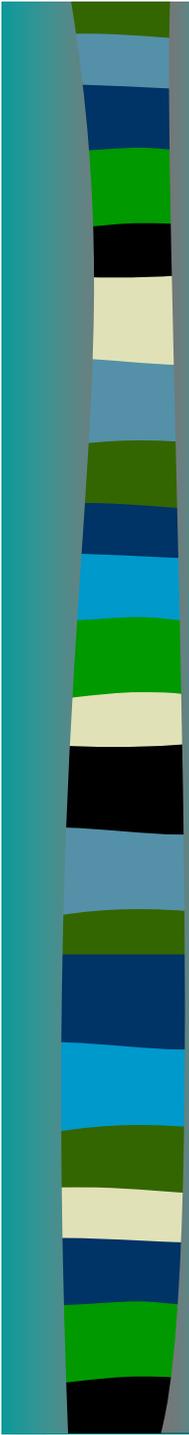
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Strategic Plan

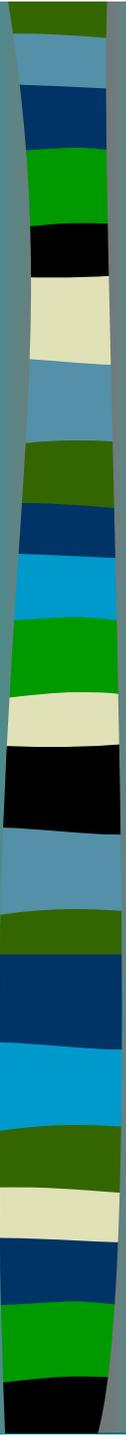
- Covers 18 months to three year time period (usually)
- Gives specific alternatives to review or definite direction to move
- Is a road map, not a mandate
- Is a living document updated quarterly or least semi-annually

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Strategic Plan

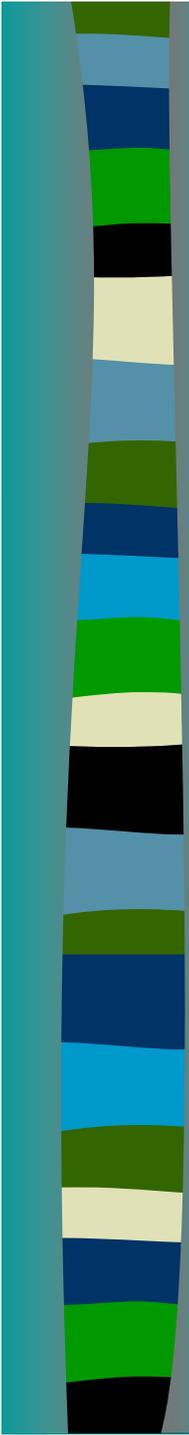
- Competitive analysis
 - Competitive point of difference
- Considers growth options
 - Downsize, grow, move services
 - Spin off ventures
 - Resources needed for various options



Annual Operating Plan

- Covers specific 12 month period
- Articulates that year's goals, objectives and activities drawn from strategic plan
- Is basis for annual budget
- Is basis for performance evaluations

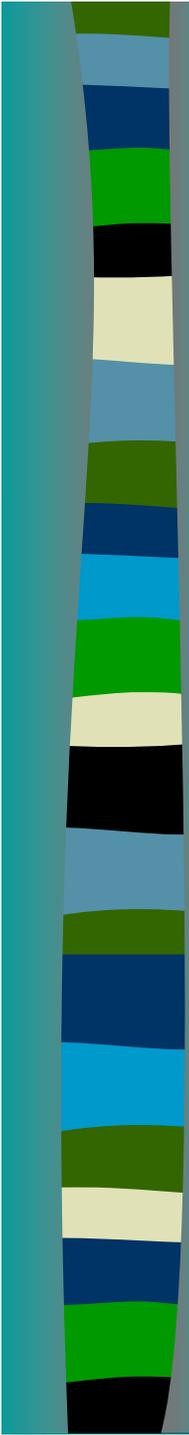
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Communications Plan

- Tied to strategic plan objectives
- Tied to annual operating plan
- Is research based where possible

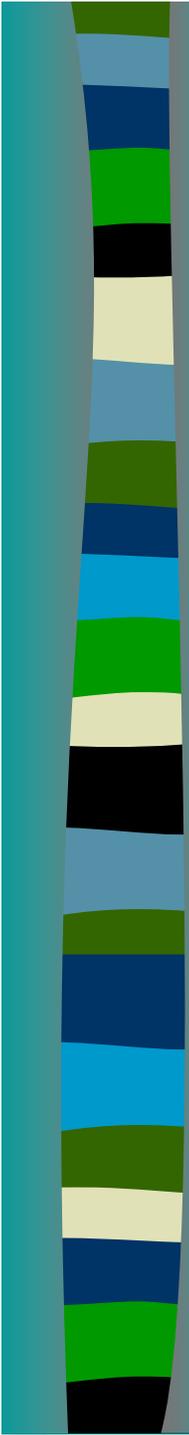
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Communications Plan

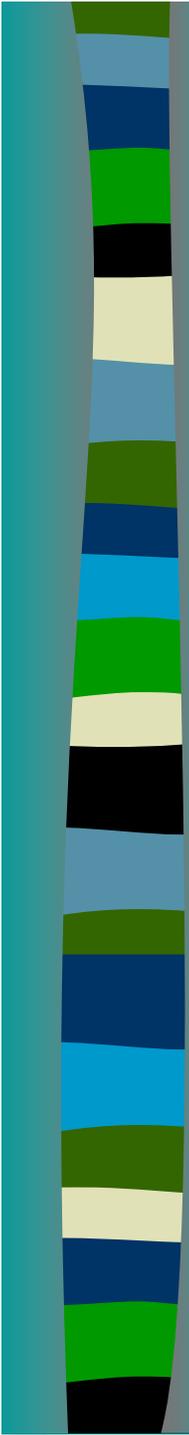
- Focuses the resources
- Is measurable and accountable
- Has evaluation components

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Communications Plan

- Identifies and articulates
 - Research (primary and secondary)
 - Audiences
 - Messages
 - Goals
 - Objectives (measurable and timely)



Communications Plan

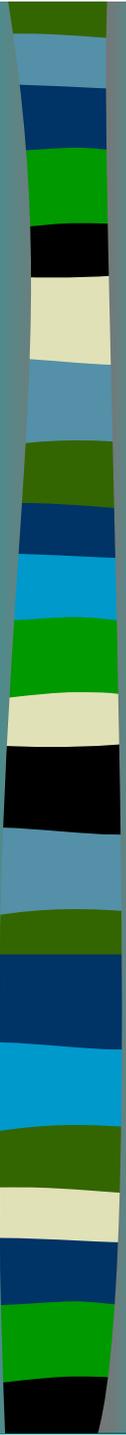
- Identifies and articulates
 - Strategies
 - Tactics (the tools recommended)
 - Timeline
 - Budget
 - Evaluation methodologies

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Definitions

Are We All On The Same
Page?

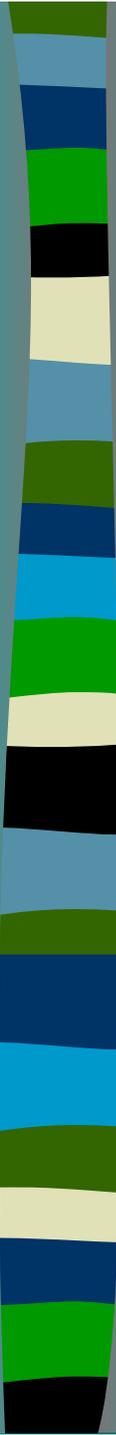
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Public Relations

- Research-based
- Two-way communication
- Listening—responding—anticipating
- Reciprocal versus transaction
- Lasting
- Effective—positions organizations

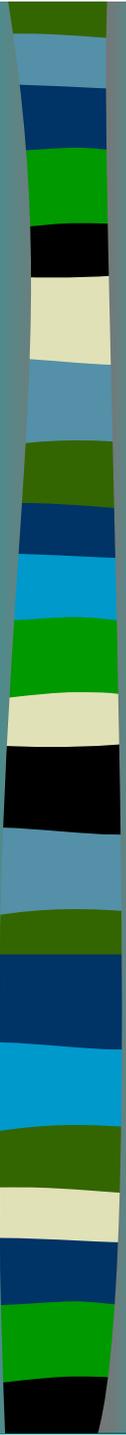
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Results of Effective Public Relations--Outcomes

- Creates relationships
- Identifies issues (proactively)
- Defines positions
- Establishes leadership
- Positions experts
- Increases awareness
- Builds credibility

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Public Relations: The Process

- Research
- Planning
- Action
- Feedback
- Evaluation
- Repeat

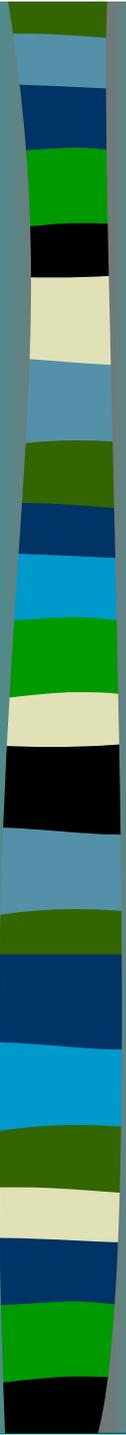
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Marketing

- Research based
- Develops the product and brand identity
- Develops promotions to drive sales, build customer loyalty and repeat sales

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Marketing: The Process

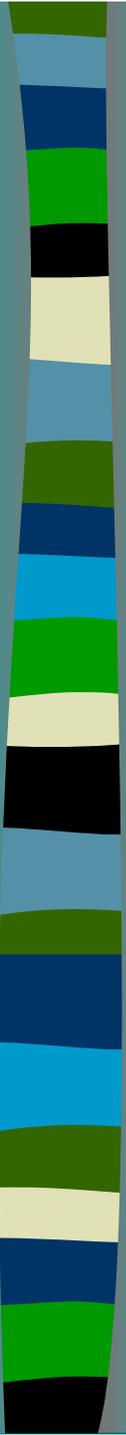
- Research
- Planning
- Product development
- Product pricing
- Product distribution channels developed
- Product promotion
- Feedback
- Evaluation
- Repeat

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Message Development

Is Anyone Paying
Attention?

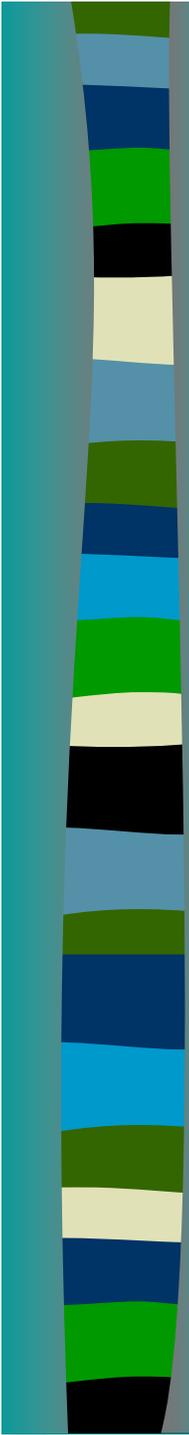
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Message Development

- Defining the competitive point of difference (tied to strategic plan)
- Messages must be:
 - Consistent
 - Relevant
 - Realistic
 - Measurable
 - Executed in a superior fashion

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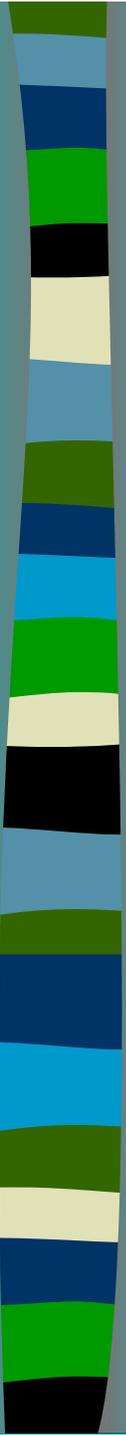


Message Development

Language is the key to brand messaging

- Use the language you want others to use
- Choose the *specific words*
- Use them
 - In all communications
 - All the time
 - Internal and external

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Message Development

Create the....

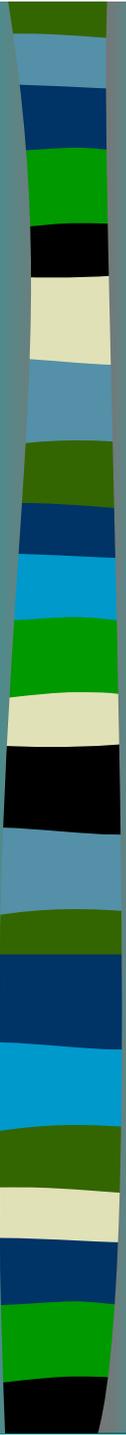
- Right message
- At the right time
- To the right audience
- Using the right vehicle
- To accomplish the right objective!

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Audiences

Who? In What Order?

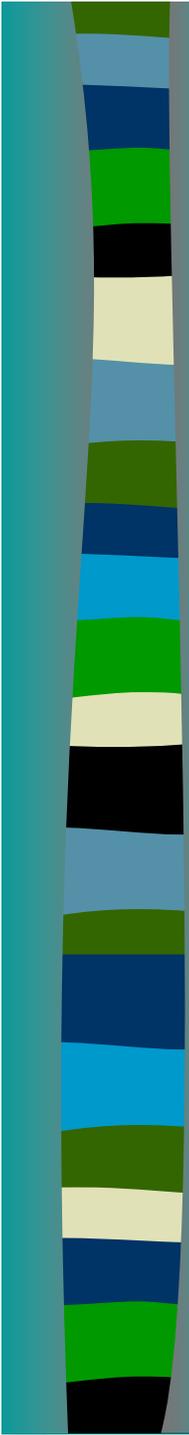
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Internal Communication

- Goal—creates team mentality
- Controls the message
- Creates credibility
- Builds enthusiasm (or minimizes resistance)
- Cultivates ambassadors of your messages

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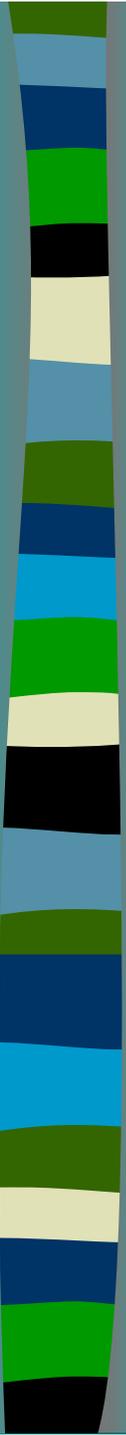
Orderly Communication: Key Audiences

- Internal Audiences FIRST
 - Employees
 - Volunteers
 - Other units, wings, regions
 - Other essential relationships
 - KEY relationships such as retirees, partners, supporters, etc.



External Communication:

- External Audiences (exact order may depend on situation or objectives)
 - Partners
 - Referral sources
 - Key vendors
 - Opinion leaders
 - Civic leaders
 - Elected and appointed officials



External Communication:

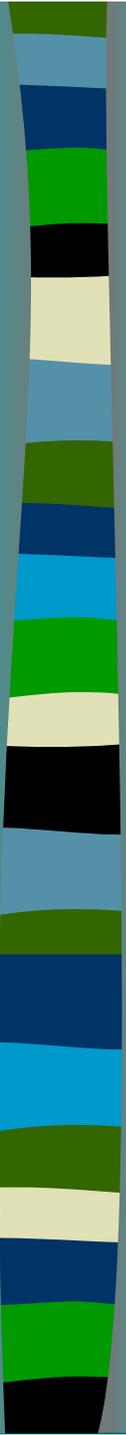
- External Audiences (exact order may depend on situation or objectives)
 - Special target audiences (ethnic, age, etc.)
 - Media
 - General Public

Plan Components



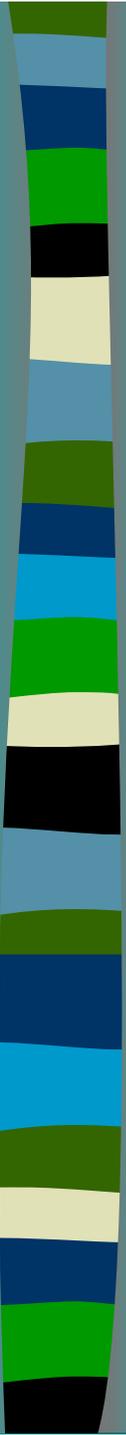
The Typical Plan Structure

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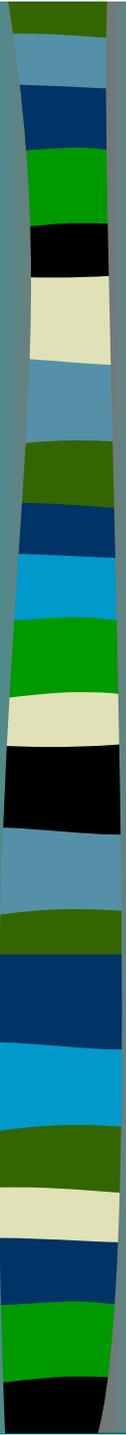
Plan Components

- Background/Overview
- Situational analysis
- Vision, mission, values
- Research
 - Process(es) (quantitative and qualitative)
 - Findings (from pre-research or post research from last year)



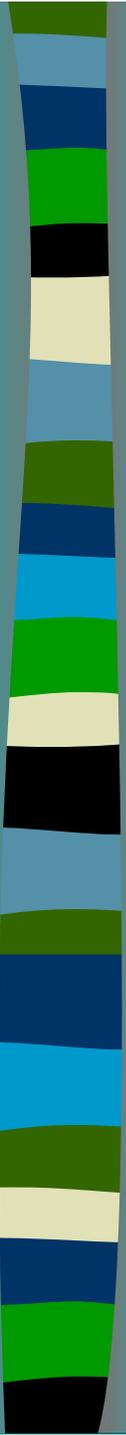
Plan Components

- SWOTT analysis
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
 - Trends
- Strategic plan goals
- Organization's business goals



Plan Components

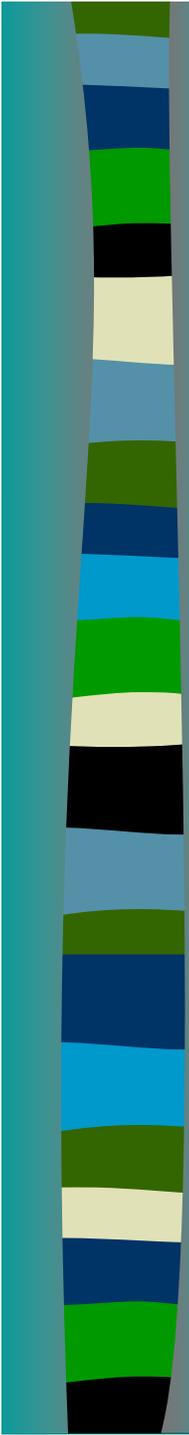
- Communications plan goals
- Objectives
- Plan challenges
- Audience(s) identified
 - Issues by audience(s)
- Key messages by audience(s)



Plan Components

- Strategies
- Tactics
- Timeline
- Budget
- Evaluation methods

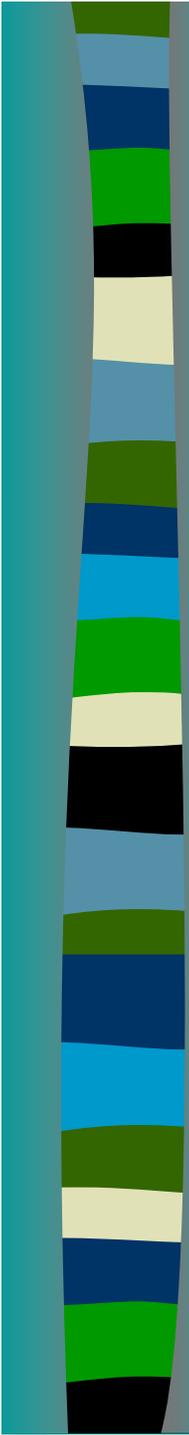
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Communications Goals

Goals are:

- Overarching statements tied to vision, mission and business goals



Objectives

Objectives are:

- Overall and/or audience specific
- Baselined (where are we now)
- Measurable (by stated # or %)
- Within a defined time period
- Used to benchmark success



Strategies

Strategies are:

- How the objectives are getting implemented
- Embrace a specific function such as media relations, community relations, outreach, public affairs, lobbying, advocacy, advertising, collateral, etc.

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The Tactics

Effective Communication
Relies On A Well Stocked
Toolkit

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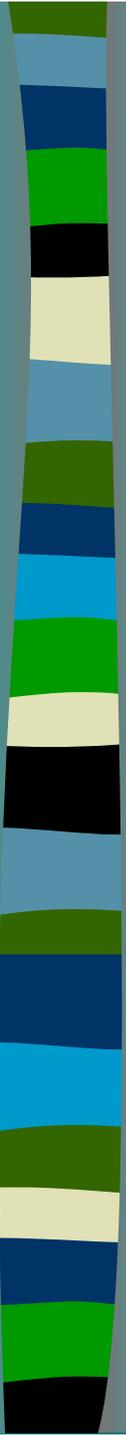


The Tactics

The same tactics are used in marketing and public relations at times, but in different ways.

For example, advertising and publicity. Public relations will use image ads and focus publicity to build image. Marketing will use product ads and focus publicity to drive sales.

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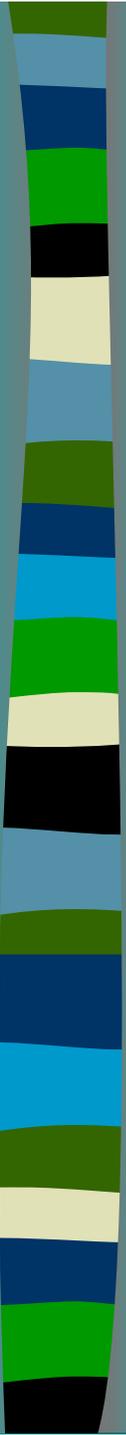


The BEST Tactics

The best tactics are those that follow the three Rs! They....

- Are relevant
- Resonate
- Are reliable

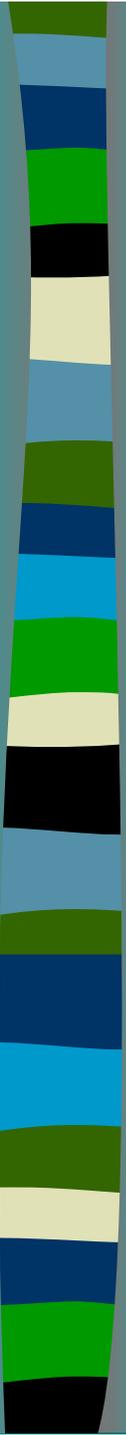
Consider the source, message, timing and vehicle



The Tactics Are...

- Internal communications systems
- Collateral
 - Brochures, fliers, annual reports
- Media relations
- Special events
- Website
- Public affairs, outreach
- Advertising, direct mail

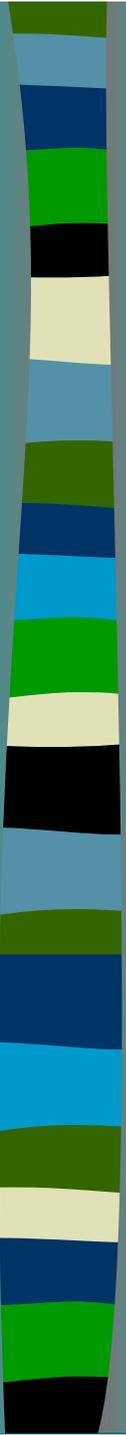
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The Tactics: Internal Communication

- Newsletter
- Memo from Unit or Wing Commander
- Emails
- Videos/CDs/DVDs
- Bulletin boards
- Personal visits/forums

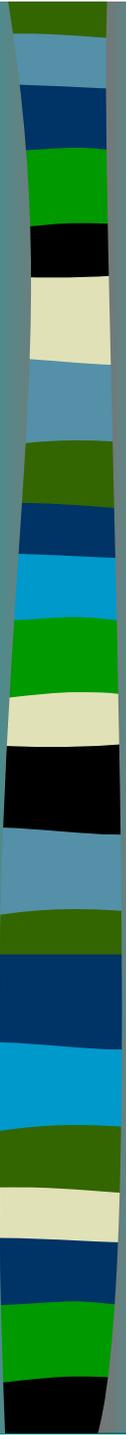
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The Tactics: External (and Internal) Communication Tools

■ Collateral

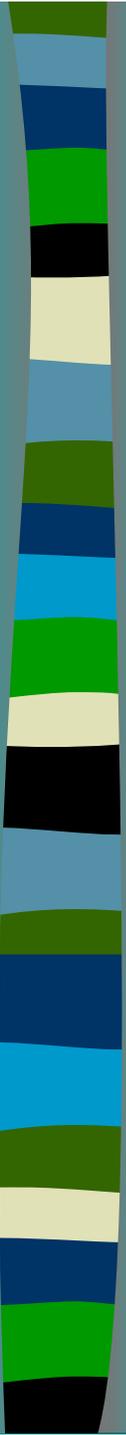
- Branding package
- Newsletters
- Brochures
- Videos/CD ROMs
- Annual reports
- Biographies



The Tactics: Information Tools

- The boilerplate language
- Fact sheet
- Backgrounder
- FAQ (Q and A sheets)
- Direct mail
- Advertising
- PSAs

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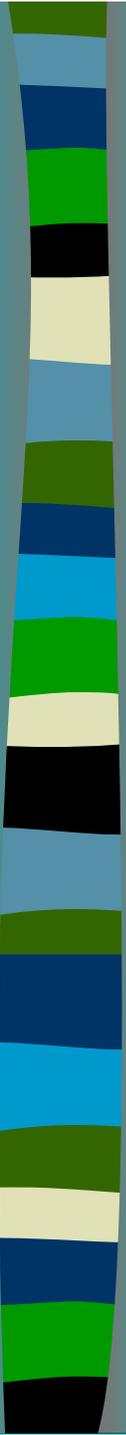


The Tactics: Branding Elements

- The brand package

- Name
- Logo
- Typeface
- Colors
- Positioning
- Taglines
- Icons
- Photos

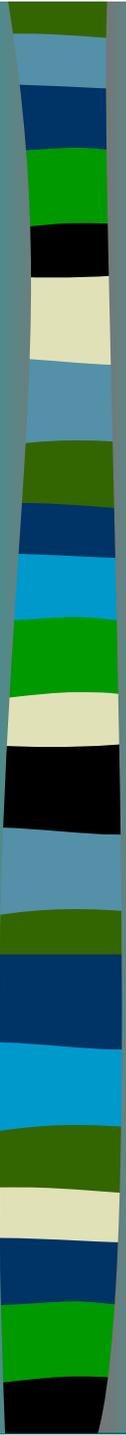
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The Tactics: Newsletters

- Casual
- Blurbs versus paragraphs
- Simple language
- Lots of photos
- Less copy
- Different version for online—
people read differently!

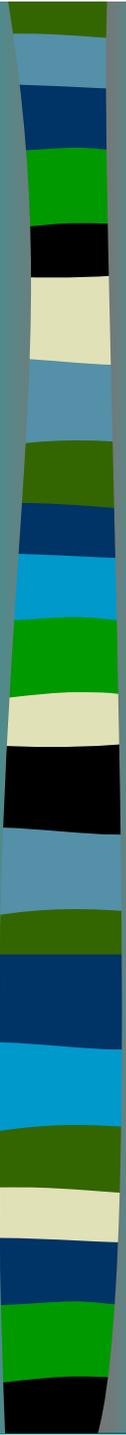
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The Tactics: Brochures

- Different types for different messages
- Compelling photos
- Vision, mission, values
- Business card info
- Call to action
- Readily available

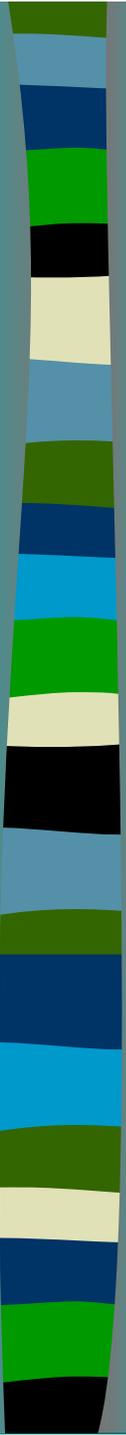
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The Tactics: CD/DVD/Video

- Production counts—make it great or don't make it
- Good tool for younger audiences and high tech lovers
- Must have emotional elements and compelling visuals—not just a brochure
- Updating can be expensive

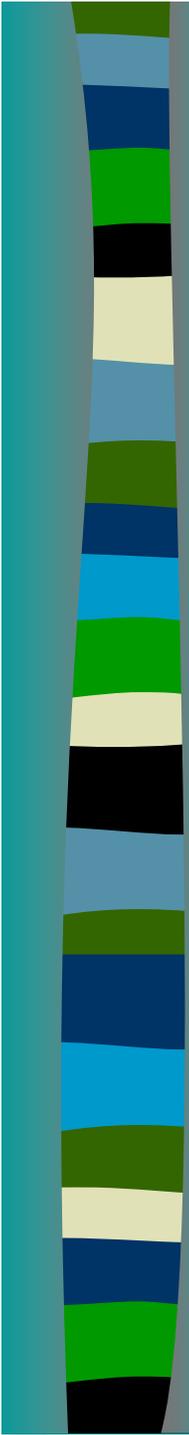
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The Tactics: Annual Reports

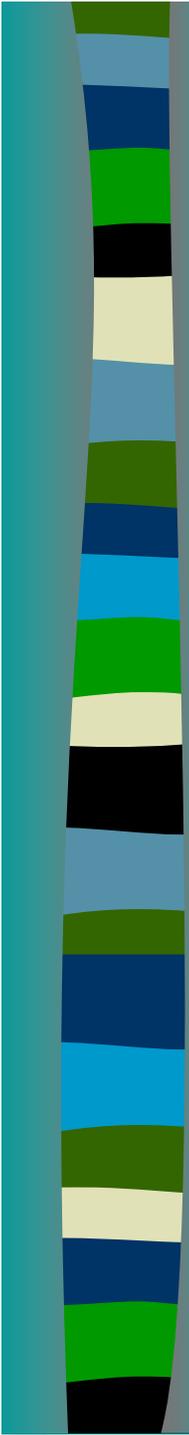
- Excellent tool
 - Volunteer, partner recognition
 - Big picture vision
 - Tells story of mission
 - Provides call to action
 - Gives compelling stories
 - Has great photos
 - Good general positioning tool
 - Professional design is key

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The Tactics: Special Events

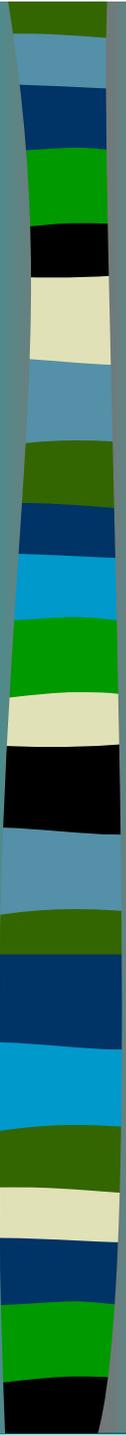
- Success is in the details
 - Clarity of purpose
 - Celebrities or emcees
 - Planning tools
 - Timeline
 - Tasklist
 - Budget—60% net if fundraiser
 - Follow up strategy



The Tactics: Speakers Bureau

- Consistent messaging
 - Everyone **MUST** be trained
 - Must use the speeches
 - Different speech for different audiences

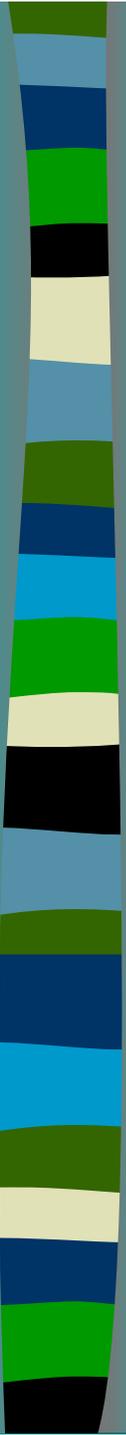
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The Tactics: Speakers Bureau

- Consistent messaging
 - Short, punchy, relevant to audience
 - Great way to gain advocates and friend raise
 - Try to follow up!

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The Tactics: The Website

- Two way communication
- Purpose
- Design
 - Simple copy—no reverse
 - Clear graphics—templates
 - Lots of photos
 - Easy navigation
 - Call to action
 - Response systems

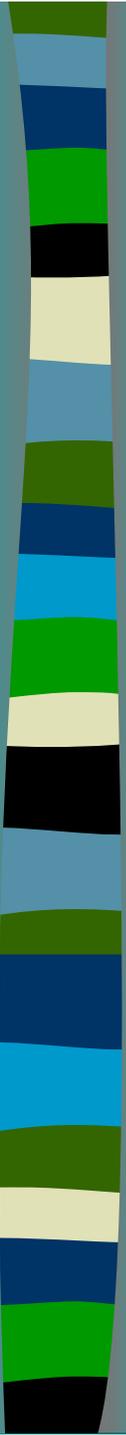
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The Tactics: Blogs

- Two way communication
- Timely—breaking news
- Tone....fun? Offbeat? Factual?
- Real time?
- Messages
- Monitor and respond to others
- Post on others

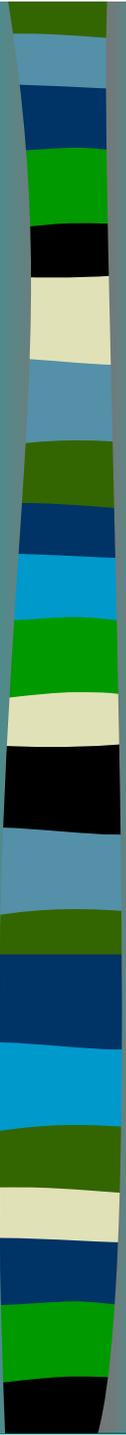
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The Tactics: Direct Mail

- Must be very targeted
- Message read while being tossed
- Production and design count
- Good lists are a must
- Can be expensive
- Can yield results with the right audiences

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The Tactics: Advertising

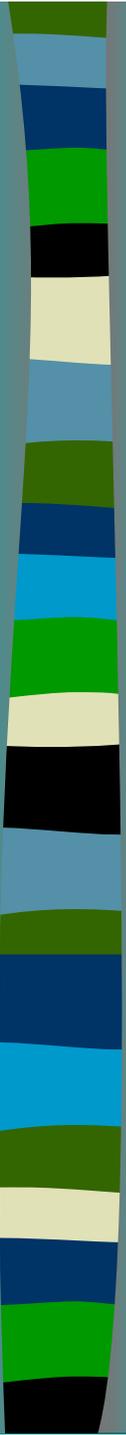
- Image and product opportunities
- Production and design count
- Can be expensive
- Good sponsorship opportunity for business partners
- Pick the right message
- Use only as needed

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Evaluation: Measurement Methodologies

Opportunities To Learn and
Spend More Wisely

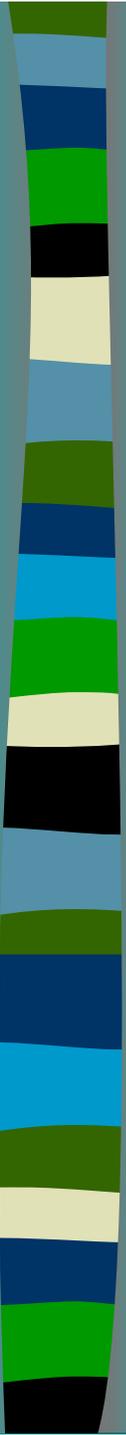
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Evaluation

■ Evaluation

- How will we judge our success?
- What metrics will we use to evaluate that?
- With what audiences?
- When? Pre? Post? Both?
- How (the methodology)



Quantitative

Scientific approach to data gathering that is:

- Reliable (margin of error defined)
- Replicable (repeated with same results)
- Objective
- Empirical

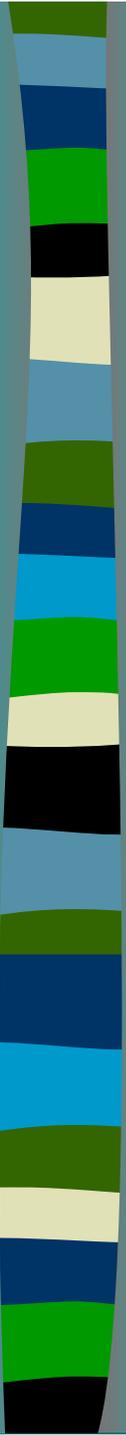
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Qualitative

NOT Scientific approach in that it does not have the reliability or ability to be statistically valid with replication

It IS a good glimpse at something if approached correctly and use for the right forums



Quantitative Methods

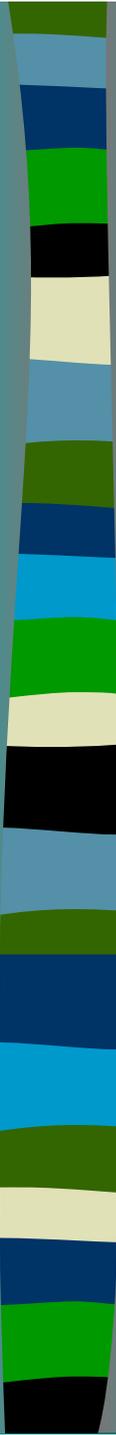
Surveys (if reliable and replicable)

– Written

- Handouts
- Mailed
- Faxed
- Intercept

– Web-based

– Telephone polling



Qualitative Methods

Content analysis

Focus groups

Webinars

Written surveys (not scientific)

Sampling

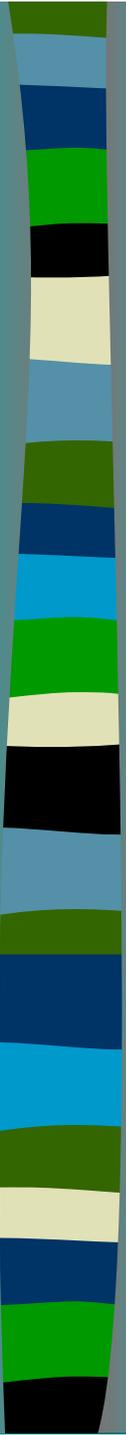
Personal interviews

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Summary

Tips for Success

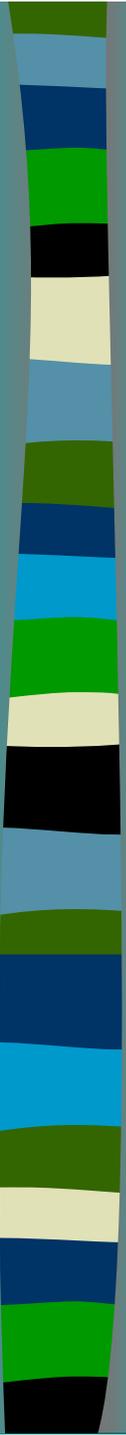
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Tips For Success

- Get buy-in from Commander
- Get buy-in from those you serve
- Circulate drafts for input
- Build your team
- Update frequently during the year
- Research continually

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Tips For Success

- Plan, plan, plan
- See the big picture
- Think creatively
- Monitor the details
- Execute professionally
- Remember timing
- Evaluate efforts
- Plan, plan, plan

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Good Luck!



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