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INTRODUCTION TO INTEGRATED CAMPAIGNS

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 use the Diversity & Inclusion Wheel when developing integrated campaigns.
- 1.5 Summarize the impact of artificial intelligence (AI) within the field of public relations.

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 study¹ 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. Factors of particular importance are the impact of **artificial intelligence**² on the profession and the continued need to incorporate **inclusivity, diversity, equity, and accessibility (IDEA)** within the PR curriculum.³ The third edition of this book incorporates models that support successful integrated campaign planning and execution and also highlight 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 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, social media, and advertising functions within organizations, new models need to be adopted that prepare the next generation of professionals.⁴ The final model we will explore is the Luttrell & Wallace IDEA (Inclusivity, Diversity, Equity, and Accessibility) Wheel, which incorporates diversity at the very start of any integrated campaign—the research phase—and follows through to reporting and evaluation. Additionally, we will examine in this chapter and throughout the book the influence of generative AI (GenAI), a form of artificial intelligence (AI), on the practice of PR and communications—both in terms of opportunities and potential challenges.

PRO TIP

Amplifying Content

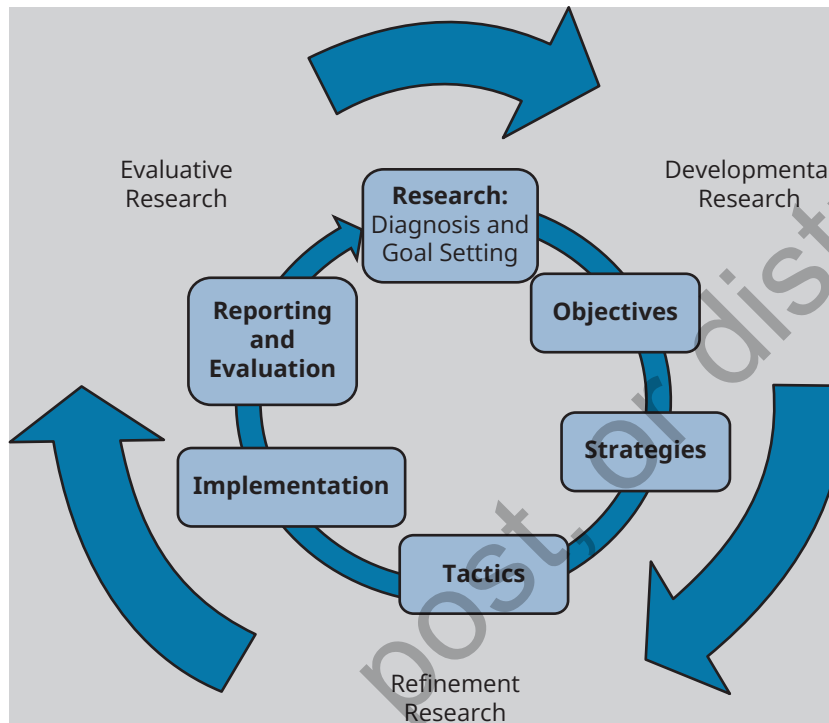
Developing integrated campaigns blends complementary communication channels and tactics, which is why content amplification is used so frequently. This method allows practitioners to use paid tactics to increase the reach of messages to publics across multiple channels, including websites and social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

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 audiences, publics, and stakeholders.

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 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.

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

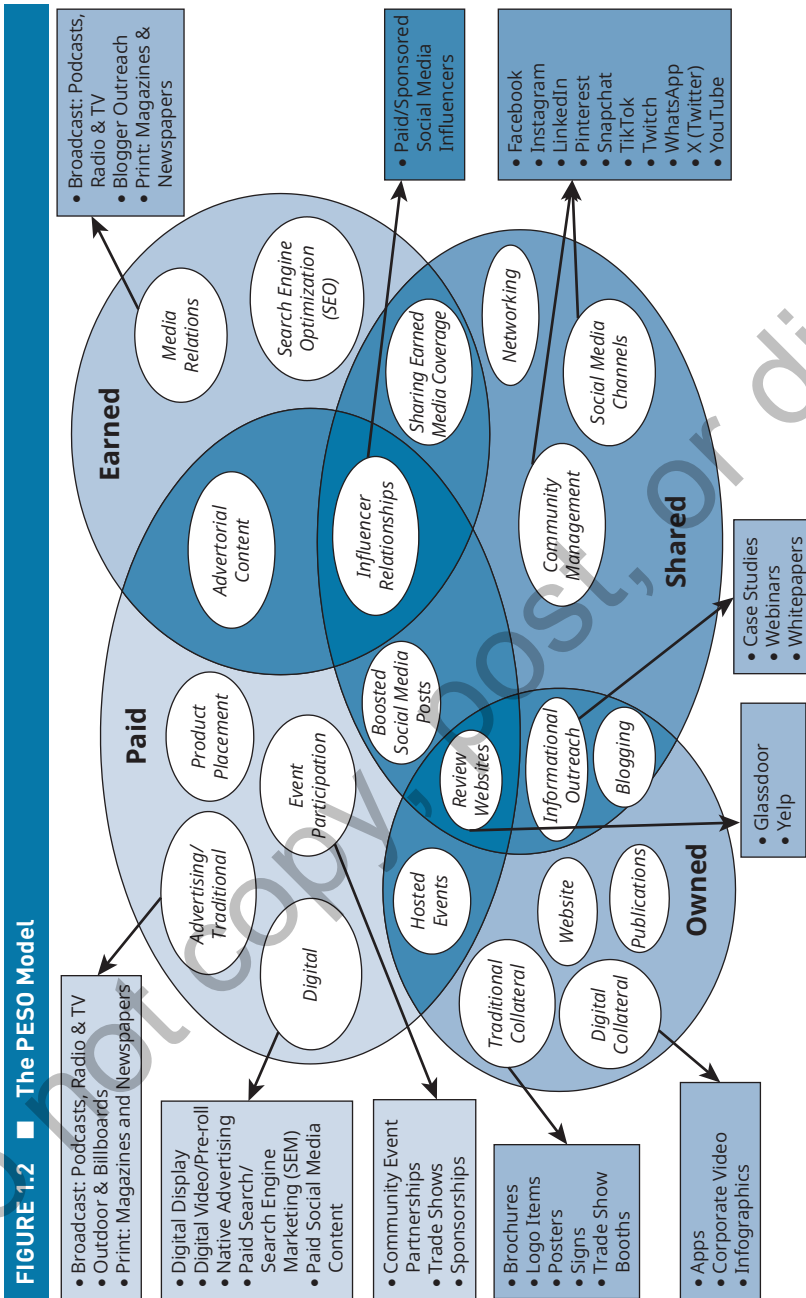
TABLE 1.1 ■ ROSTIR PR Planning Guide

Stage	Actions
Research and Diagnosis	• <i>Perform Developmental Research:</i> Conduct secondary and primary research to better understand the organization and its environment. • <i>Diagnose Challenges and Opportunities:</i> Define the problems or possibilities for the organization. • <i>Set Communication Goals:</i> Connect organization-wide goals to communication or public relations goals to define the impact role for communication and set the scope of the campaign. • <i>Target Key Audiences and Stakeholders:</i> Research, select, and prioritize audiences, publics, and stakeholders. • <i>Diversity and Inclusion:</i> Perform research with publics, not just on publics; consider the impact of organizational goals on external stakeholders and community members. • <i>Diversity and Inclusion:</i> Work to become more aware of your own biases, considering how they might come into play in the specific campaign at hand. • <i>Diversity and Inclusion:</i> When soliciting participants for original research, ensure members are from heterogenous groups. • <i>Use of AI:</i> As part of the research phase (with an understanding of its limitations) AI can be used to enhance data analysis, identify trends, and help inform strategic decision making.
Objectives	• <i>Set S.M.A.R.T. Communication Objectives</i> • <i>Specific:</i> Focus on the situational communication problem or opportunity at hand for a particular public. • <i>Measurable:</i> Define success through output, outtake, and (preferably) outcome metrics. • <i>Attainable:</i> Make objectives realistically achievable within budgetary, time, and competitive constraints. • <i>Relevant:</i> Support and prioritize an organization's mission and goals. • <i>Time-Bound:</i> Create a clear timetable for execution and measurement. • <i>Diversity and Inclusion:</i> Consider why some audiences are targeted and not others, as well as how achieving objectives might impact diverse publics and stakeholders. • <i>Use of AI:</i> By analyzing vast datasets and identifying key metrics, AI can be used to help form S.M.A.R.T. objectives.

(Continued)

TABLE 1.1 ■ ROSTIR PR Planning Guide (Continued)	
Stage	Actions
Strategies	● <i>Leverage Organizational Strengths:</i> Strategies should reflect the unique internal and external organizational environment to place the campaign in the best possible light. ● <i>Complementary Channel Selection:</i> Support objectives through complementary channel approaches reflecting different audiences, implementation stages, or message components. ● <i>Diversity and Inclusion:</i> Develop messages and select channels with publics, not just for publics. ● <i>Use of AI:</i> Analyze audience sentiments, predict potential outcomes, and examine recommended tailored communication strategies, with an understanding of potential AI biases and inequities.
Tactics	● <i>Craft Effective Messaging:</i> Create memorable campaign-wide and audience-specific messages supported by research. ● <i>Define a Campaign's PESO Approaches:</i> The tactical mix should reflect audience(s)/publics, timeline, budget, messaging, and team expertise. ● Paid Media ● Earned Media ● Shared Media ● Owned Media ● Converged Media ● <i>Diversity and Inclusion:</i> Review the diversity wheel, and look for opportunities to include more representative examples, stories, images, and experiences in campaigns. ● <i>Use of AI:</i> Examine what, if any, generative AI tools will be used to develop some of the tactical components as well as proper oversight and vetting.

Stage	Actions
Implementation	● <i>Project Management</i>: Define the budget, timelines, and workflow processes needed to execute the campaign. ● <i>Use of AI</i>: By automating task assignments, optimizing resource allocation, and providing real-time performance insights, AI can streamline implementation and project management. ● <i>Implementing the Plan</i>: Demonstrate persistence, perseverance, and flexibility in communicating with stakeholders. ● <i>Continuous Improvement</i> ● Self-awareness and Self-evaluation: Create space for reflection and to regularly adjust personal processes in outreach efforts. ● <i>Refinement Research</i>: Track metrics and responses to outreach and messages to see which strategies and tactics are most effective. ● <i>Embrace Change</i>: Rather than executing a plan exactly as written, practitioners should regularly examine the lessons learned throughout a campaign and adjust accordingly. ● <i>Diversity and Inclusion</i>: Monitor for unintended consequences; be willing to revise, update, and adjust tactics and messages as conversations and publics emerge and change.
Reporting and Evaluation	● <i>Evaluative Research</i>: Review objective-centered metrics and examine unexpected results—both qualitatively and quantitatively—to create a holistic perspective on your campaign. ● <i>Turning Evaluation into Improvement</i>: To inform future campaigns, define lessons learned for the PR team as well as for the organization itself. ● <i>Reporting Results</i>: Generate easy-to-understand, scannable, and customized reporting documents for key stakeholders and organizational leaders. ● <i>Diversity and Inclusion</i>: 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. ● <i>Use of AI</i>: Analyze engagement metrics, sentiment analysis, and correlate data more quickly and accurately, with an understanding of its limited organizational learning and interpretive capabilities.



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.

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. This text continues to emphasize 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 conscious and 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&M's 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.

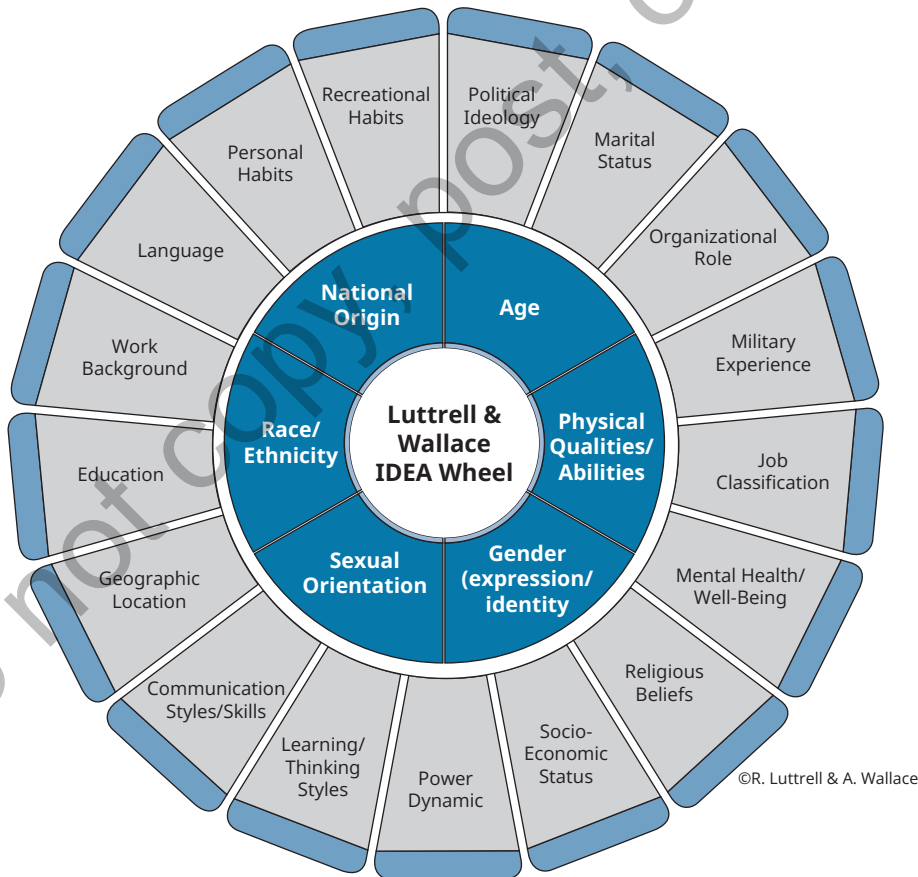
The diversity and inclusion model was first introduced in 1991⁷ and created by DEI pioneers Dr. Lee Gardenswartz and Dr. Anita Rowe,⁸ two researchers who have dedicated their careers to diversity, equity, and inclusion. Since then, the model has been modified repeatedly. The literature reveals that much 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 Luttrell & Wallace IDEA Wheel.¹² As you will see, this is an amalgamation of similar identity tools that can be found widely in journals and online.^{13,14}

FIGURE 1.3 ■ Luttrell & Wallace IDEA Wheel



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 seventeen 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 Luttrell & Wallace IDEA 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 Luttrell & Wallace IDEA 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.

GENERATIVE AI: TRANSFORMING PR AND COMMUNICATIONS

With the progress of AI technology, tasks once reliant on human intelligence, such as speech and image recognition, visual perception, language translation, and decision making, can now be efficiently executed by automated systems.¹⁷ This transformation has significantly influenced customer experiences and expectations, leading to remarkable changes across nearly every industry and in the daily lives of individuals. Specifically, advances in AI have reshaped the landscape of PR

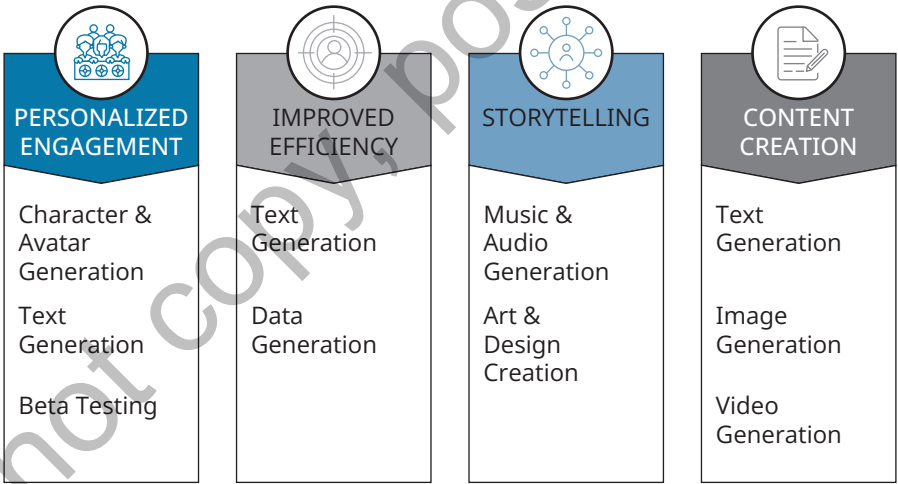
and communications, with implications across the PESO model. Organizations are able to anticipate customer desires and preferences more effectively with AI's rapid data processing capabilities, enabling them to deliver targeted, compelling messages to customers complete with advanced images. Of course, AI is imperfect, and, in some cases, can introduce inaccuracies and systemic biases into our work. As generative AI tools are trained on big datasets, they are reflective of existing biases toward (for example), men, Western countries, English-language speakers, racially white imagery—just due to the disproportionate amount of our global digital world reflecting those surrounding the Internet's origins, rather than being reflective of the global population.¹⁸ Thus, while use of AI by public relations practitioners is both inevitable and beneficial in many cases, it should be done with an understanding of the limitations and existing systemic challenges of big data as well as with clear oversight and opportunities for human review and intervention.

Four overarching areas have emerged, which include seven types of generative AI that have had the most impact on the communications industry. These include content creation, personalized engagement, improved efficiency, and storytelling. Here is how these AI capabilities are shaping the communications landscape.

FIGURE 1.4 ■ Generative AI in PR & Communications

Personalized engagement, improved efficiency, storytelling, and content creation are all areas where generative AI is making an impact. From gathering data to developing audience personas, AI is revolutionizing creativity and problem solving across the PR and communications industry.

GENERATIVE AI IN PR & COMMUNICATIONS



1. Content Creation

Text generation: Generative AI is able to craft personalized press releases customized to specific media outlets, highlighting relevant themes, ideas, and facts for each audience.

Image generation: Tools such as Canva AI, DALL-E 3, Midjourney, or Adobe Firefly create captivating social media visuals, product mockups, and even personalized infographics, all generated by AI based on brand guidelines and targeted demographics.

Video generation: Lumen5, AdobeSpark, InVideo, or Runway can create engaging videos and even social media clips highlighting product features or company stories, automatically adapting to different platforms and languages.

2. Personalized Engagement

Character and avatar generation: Develop unique audience personas or virtual influencers that resonate with a brand's target market.

Text generation: Use generative AI to personalize emails and create targeted ads tailoring language and special offers to individual customers.

Beta testing: Generate artificial customer profiles for PR simulations, enabling PR teams to experiment with a variety of message strategies to enhance their approach through iterative refinement.

3. Improved Efficiency

Text generation: Free up practitioners' time to focus on strategic thinking and creative endeavors by automating routine tasks, such as generating basic press release drafts or social media captions for reviewing and editing. Tools such as Copysmith and Copymatic.AI offer robust options for PR and communications teams.

Data generation: Using realistic datasets, brands and organizations can better understand consumer preferences and optimize integrated PR campaigns by using generative AI.

4. Storytelling

Music and audio generation: Compose brand-centric soundtracks or audio elements that match the organization's tone, elevating the storytelling experience within the brand's campaign.

Art and design creation: Generative AI tools have the ability to create visual assets such as brand identity elements or artwork for a campaign. These types of assets help foster a cohesive and engaging brand aesthetic through AI.

In the ever-changing digital landscape led by the rapid pace at which AI is advancing, communications professionals can expect more innovative and effective ways to connect with audiences over the coming years.

CONCLUSION

When considered together, the ROSTIR and PESO models fortified with the Luttrell & Wallace IDEA Wheel create a comprehensive framework for PR practitioners to plan effectively and use all of the resources at their disposal to create inclusive, award-winning campaigns. ROSTIR helps practitioners to execute each critical step within the campaign planning and implementation process. PESO reminds us of the wide variety and complementary value in a

diverse array of channels and tactics for outreach. The Luttrell & Wallace IDEA Wheel ensures a variety of perspectives are taken into consideration when developing integrated campaigns. The remainder of this book will provide an in-depth review of these frameworks and the tools for practitioners to implement them with organizations large and small. Equally important, PR practitioners need to understand and incorporate AI into these frameworks to stay competitive in today's dynamic environment. As illustrated in this chapter, ROSTIR can be enhanced by AI by offering data-driven insights for every step of campaign planning and implementation, while simultaneously enhancing the PESO model's effectiveness by maximizing a variety of outreach channels and tactics.

THINK CRITICALLY

1. Can you identify which communication and media trends are transforming the PR industry? In which ways are they most impactful? What is the importance of developing a clear set of outcomes for strategic campaigns?
2. In what ways has PESO influenced the way in which PR strategies and tactics are formed? How does ROSTIR build an organization's strategic plan implementation? Give specific examples.
3. Identify a recent campaign from one of your favorite brands. Using the Luttrell & Wallace IDEA Wheel, ascertain whether or not the campaign represents a broad spectrum of people, opinions, voices, images, languages, and views.
4. 2023 was considered a "test-and-learn" year for many brands using generative AI. Sephora leveraged AI in its "Virtual Artist" tool, allowing customers to virtually try on makeup products using their smartphones. The goal of this interactive experience was to provide a personalized and convenient way for customers to explore and experiment with different looks, hopefully leading to increased sales and customer satisfaction. Consider the impact of using generative AI on customer engagement, sales, and satisfaction in the cosmetics industry and beyond.
5. After reading the case study "The Double Take Fashion Show" respond to the following: How does the collaboration between the Spinal Muscular Atrophy community and Genentech in the Double Take Fashion Show challenge conventional norms in the fashion industry and promote inclusivity? Consider the historical context of the fashion industry's perpetuation of narrow beauty standards and its implications for representation of marginalized communities. Analyze the significance of featuring disabled individuals as fashion models in a mainstream event like Fashion Week, and discuss how this visibility can reshape societal perceptions of ability. Think about how the Luttrell & Wallace IDEA Wheel could have played a role in incorporating the diversity first approach. Furthermore, evaluate the effectiveness of integrating awareness-raising efforts about the self-expression and lived experiences of disabled individuals alongside

practical education on the importance of adaptive clothing production. Reflect on the broader implications of this integrated approach for fostering diversity, inclusion, and social change within the fashion industry and beyond.

KEY TERMS

Advertising	Online community management
Artificial Intelligence	PESO
Content amplification	Programmatic buying
C-suite	Public relations campaign
Diversity, equity, and inclusion (DEI)	Social listening
Generative AI (GenAI)	Social media
Inclusivity, diversity, equity, and accessibility (IDEA)	Social media analytics
Marketing	Stakeholder
Native advertising	Strategic communication

CONCEPT CASE: INTRODUCING VILLAGE BOOK NOOK

Village Book Nook is more than just a bookstore; it's one of the oldest in America. Established in 1825, it's long been seen as a hub for literary enthusiasts and community engagement, as well as a tourist attraction. The bookstore features a carefully curated selection of books catering to diverse tastes, audiences, and interests. It is both an independent bookstore and a stationary shop. Village Book Nook serves as a community focused retailer, hosting book clubs, author talks, and an array of reading events. The shop actively collaborates with local schools, libraries, and writers to foster a love for reading and learning within the community. With cozy reading corners to curl up, a coffee shop, and a commitment to supporting local authors, Village Book Nook aims to be a welcoming space that brings people together through the joy of reading.

One of the biggest challenges Village Book Nook faces is adapting to the on-demand shopping landscape dominated by Amazon, as consumers increasingly turn to online platforms for convenient and swift book acquisitions, posing a significant shift in traditional purchasing behaviors. But, enthusiasm for shopping local and maintaining community bookstores has grown over the past few years, providing new energy and opportunities for many new and historic shops.

To that end, you have just been hired as the shop's communications specialist. The owner, and a select group of stakeholders invested in the success of the shop, are looking to you for direction and leadership surrounding their strategic communications efforts including media relations, social media, community relations, brand management, employee communication, and customer/community engagement.

Background Information

Established in 1825, Village Book Nook stands as one of the oldest bookstores in America, steeped in a rich history of literature and tradition. Originally founded with a passion for fostering literary enthusiasm, the bookstore has evolved into a beloved community hub, attracting both locals and tourists alike.

Over the years, Village Book Nook has become more than just a purveyor of books; it's a cultural institution deeply embedded in the fabric of its community. Beyond being a source of literature, the bookstore has played a pivotal role in fostering community engagement, hosting book clubs, author events, and educational programs.

Despite its historical significance and commitment to community, the challenges arise in the face of a rapidly changing retail landscape, particularly with the rise of on-demand shopping led by industry giant Amazon. The struggle to adapt to the modern e-commerce model has impacted the store's revenue, posing a threat to its continued operation.

While Village Book Nook remains a cherished destination for literary enthusiasts and community members, its ability to keep pace with the ever-evolving demands of the times becomes crucial for its survival. Balancing the preservation of its rich history and traditions with the need to embrace modern trends in the book retail industry is now a pressing concern for the iconic establishment. The challenge lies in finding innovative ways to blend the charm of its past with the demands of the present, ensuring that Village Book Nook continues to thrive as a beacon of literature and community engagement for generations to come.

The following are a few initial thoughts to consider:

- What would you see as the main strengths of the shop in the marketplace?
- What would you see as significant weaknesses?
- Who are the key stakeholders and publics for this shop?
- Where can communication play the most important role in helping this organization to achieve its goals?

**Village Book Nook is an imaginary business created to be an example of the types of challenges a real organization might face in planning and executing integrated public relations campaigns.*

CASE STUDY: THE DOUBLE TAKE FASHION SHOW

SMA My Way: Spinal Muscular Atrophy, Genentech

Campaign Focus: Disability Visibility, Advocacy

Fashion has an inclusion problem. The industry has long relied upon and perpetuated the blonde, blue-eyed, white, thin Western beauty ideal.¹⁹ Practicing authenticity in disability

representations has been a struggle for fashion leaders, leading to fluctuating inclusion efforts for disabled persons in advertisements, clothing lines, and runway shows. Recent efforts have increased diverse representation in terms of ability, race, and sexuality, setting the stage for the Spinal Muscular Atrophy community and Genentech's collaboration on the ground-breaking The Double Take Fashion Show. Centered around Fashion Week, this campaign foregrounded the issue of disability visibility for both the fashion industry and the public. The initiative coupled raising awareness about the self-expression and lived experience of disabled persons with tangible education regarding the need for increased production of adaptive clothing throughout the fashion industry and mass market partners. This case study demonstrates the intersectional power of seeing disabled persons in the role of fashion model and how an integrated, intentional campaign can change how people think about ability.

Research/Diagnosis

Clothing is a powerful means of expression for individuals to convey self-identity. However, the market lacks adaptable clothing options for disabled persons that are both stylish and practical.²⁰ Over the years, the disabled community has advocated for the fashion industry to create and offer more inclusive garments that reflect their unique identities and needs. Despite these efforts, the industry has been reluctant to act, citing concerns about marketability and, less overtly, a perceived mismatch between the target audience and their traditional beauty standards and norms.²¹

With one in four people in the United States living with disability, access to adaptive clothing is important, but it is still a relatively unknown issue.²² Adaptive clothing is designed to meet the needs of individuals with disabilities or limited mobility. It incorporates features like adjustable closures, magnetic fastenings, extra room in the shoulders for wheelchair users, and less fabric around the waist to prevent bunching. By promoting inclusivity and self-expression, adaptive clothing allows individuals to maintain their personal style while accommodating their physical challenges. The design and production of this type of clothing can be traced back as far as the 1920s, with significant innovations made by Helen Cookman through her Functional Fashions line, in production from 1958 to 1976.²³ Cookman was a pioneer in the industry, collaborating with over 30 designers and presenting her designs to the media in what was then Fashion Week.²⁴ In the 1970s and 1980s, advancements in fabric technology, the disability rights movement, and increased awareness of accessibility issues contributed to the emergence of specialized adaptive clothing.²⁵ Since then, the field has evolved and expanded, with ongoing innovations and improvements in design, materials, and functionality.

The goal of the larger SMA My Way partnership is to provide points of connection and inspiration grounded in the lived experiences of the SMA community. Spinal Muscular Atrophy (SMA) is a genetic disorder causing muscle weakness and atrophy by progressively degenerating motor neurons in the spinal cord, resulting in impaired control of muscle movement.²⁶ SMA My Way was developed by the biotechnology company Genentech, who originated the SMA treatment Evrysdi. Genentech has contributed medicines such as the first targeted antibody for cancer and a breakthrough treatment for primary progressive multiple sclerosis.²⁷ The collaborative website, <https://www.smamyway.com/>, features stories and experiences of people with SMA and provides practical tools for achieving life goals and celebrating individuality.²⁸

The Double Take Fashion Show took this a step further, flipping the idea of a double take—a moment disabled people experience when people look twice at them because of their disability or appearance—into a positive and empowering experience. To deliver on the promise of highlighting disability visibility by providing tangible examples of adaptable, fashionable clothing, the nonprofit Open Style Lab contributed their expert team of designers, engineers, and occupational therapists whose customized pieces represented each person's style.²⁹ As Michael Dunn, senior marketing director of Genentech's neurological rare disease franchise described,

For me, the mission behind this has been inspired by the SMA community, on behalf of the broader disabled community, so that we can continue to move forward and have better and more accurate representation of individuals with disabilities in multiple industries, including the fashion industry.³⁰

Objectives

The campaign was planned and executed over the course of a year in 2022. The objectives included specific, relevant and measurable goals that were attainable for the brand:

- Address the limitations and lack of access to adaptive clothing for disabled persons.
- Create awareness for this need amongst fashion designers and brands.
- Engender opportunities for significant change in inclusion of fashion design to more accurately represent the disabled community.

Strategies

The overall strategy of the campaign was to address the fashion limitations of people with disabilities and to increase visibility for the disabled community at large. SMA My Way aimed to advocate for this change by gaining access to the industry's biggest stage: Fashion Week. The partnership between SMA and Genentech provided valuable research and resources. The active involvement of the SMA community in all aspects of the planning process fostered a high level of authenticity for the campaign. SMA YouTubers and social media influencers were also included, further embedding credibility and reach in the community. The resulting content on the organizations' owned properties, as well as earned and social media buzz, effectively placed the issue front and center.

Tactics

SMA My Way produced a sophisticated campaign, integrating earned, shared, and owned tactics that delivered impactful exposure to the issue. Tactics included the following:



Sawsan Zakaria at the SMA MY Way Double Take Fashion Show³¹

Sipa USA / Alamy Stock Photo

- High quality social media video
- Traditional media relations outreach on national and local levels
- Dynamic, message-specific content on owned and community-driven digital channels (e.g. blog posts, videos, photos)
- Content and key message inclusion on partner organizations' social media platforms
- Partnership with community members and influencers on program design and subsequent promotion

PAID AND OWNED

SMA My Way's owned media channels deployed blog posts before and after the show to deliver the key partnership messages. Video, photo, and written content captured during the show itself was distributed via owned and partner social media platforms such as YouTube, TikTok, Instagram, Facebook, and LinkedIn. The initiative used paid partnerships with SMA social media influencers like Shane and Hannah Burcaw, who have 1.21 million YouTube subscribers. The husband-and-wife team live streamed the fashion show on their YouTube channel and created posts leading up to the event.

EARNED AND SHARED

Talking points and information about the fashion show and its mission were distributed to media before and after the event. Placements included a wide array of local, national, and regional media. The earned media effort featured targeted placements in awareness-raising categories from general interest to fashion to marketing industry magazines in outlets including *People*, *Forbes*, *Vogue*, *Elle*, *Women's Wear Daily*, and *AdWeek*. A behind-the-scenes video was also placed on digital health websites like HealthCentral.com.

Social media provides another level of visibility. With members of the SMA community active on major platforms, the reach was furthered by support on TikTok, YouTube, and Instagram. The models who participated were recognizable names SMA groups were excited about, which drove high engagement.

Implementation

The Double Take Fashion Show is an example of a seamlessly integrated campaign that employed both traditional and non-traditional PR methods. For example, instead of employing traditional advertising such as print ads or billboards, the SMA My Way partners used digital content and paid partnerships to power this effort online and on social media. This allowed key messages to be delivered genuinely without tokenizing disabled groups. The content attained an almost viral quality and was further disseminated organically through user generated content and sharing on social media platforms.

Reporting/Evaluation

This campaign successfully advocated for the issue, increased awareness for SMA, engaged multiple publics (general and industry), and garnered millions of impressions through its PESO media strategy. Campaign partners went to great lengths to allow the community to

speak for itself, foregrounding its models as spokespeople in all interviews. The authentic inclusion of SMA participants facilitated high quality earned and social media placements that resonated beyond circulation and impressions numbers. The campaign started the conversation it set out to spark.

Fashion industry designers, influencers, and media took notice. In *Vogue's* write-up of the event, the influential magazine admitted Fashion Week is “outstandingly inaccessible” and highlighted the need to “shift fashion’s approach to design by refocusing on the wearer.”³³ *Elle* magazine also named the show number two in its “Top 5 Fashion Moments From NYFW” coverage.³⁴

Each element of this campaign aligned in a powerful, intentional way to accomplish the objectives of bringing the SMA community’s need for adaptable clothing and increased visibility to life. As *Vogue* aptly stated, “Fashion has much to learn from initiatives like *Double Take*.”³⁵

Theories

Framing Theory: This campaign is disability, reframed. Framing theory calls attention to the focus of the reality being described. The “frame” here is one of understanding and inclusion rather than the othering and ambivalence that can come with learning about a life experience one is not familiar with.³⁶ Everyone wears clothes. Everyone gets dressed in the morning. The framing presented by the Double Take Fashion Show drives home this universal human experience and the importance of self-expression.

Agenda Building Theory: The Double Take Fashion Show changed the media’s agenda during Fashion Week, steering it toward the goal of disability visibility and action regarding clothing needs. As agenda building theory describes, publics and organizations rallied around this cause, attracting the media’s attention, ultimately gaining a spot on the agenda during an important media moment in the fashion industry.³⁷

Diversity and Inclusion-First Approach

Disabled people fight for inclusion and visibility daily. This campaign is a quintessential DEI-focused campaign, as in addition to disability, it highlighted adjacent intersectional challenges regarding race and gender. Advocating for the voices of the SMA community to be heard by an industry where disability was historically sidelined, SMA My Way made great strides in affecting change in fashion and beyond. Referring back to the Diversity & Inclusion Wheel, it is useful to see how many areas this campaign touched.



The *We the People* campaign aimed to restore hope, imagination, curiosity, and creativity into the conversations happening across the United States. This piece of art, titled "Greater than Fear," was created by Adhami and Shepard Fairey in response to the Trump administration's Muslim ban.

Anadolu Agency/Anadolu Agency/Getty Images

2

STRATEGIC COMMUNICATION CAMPAIGN FUNDAMENTALS

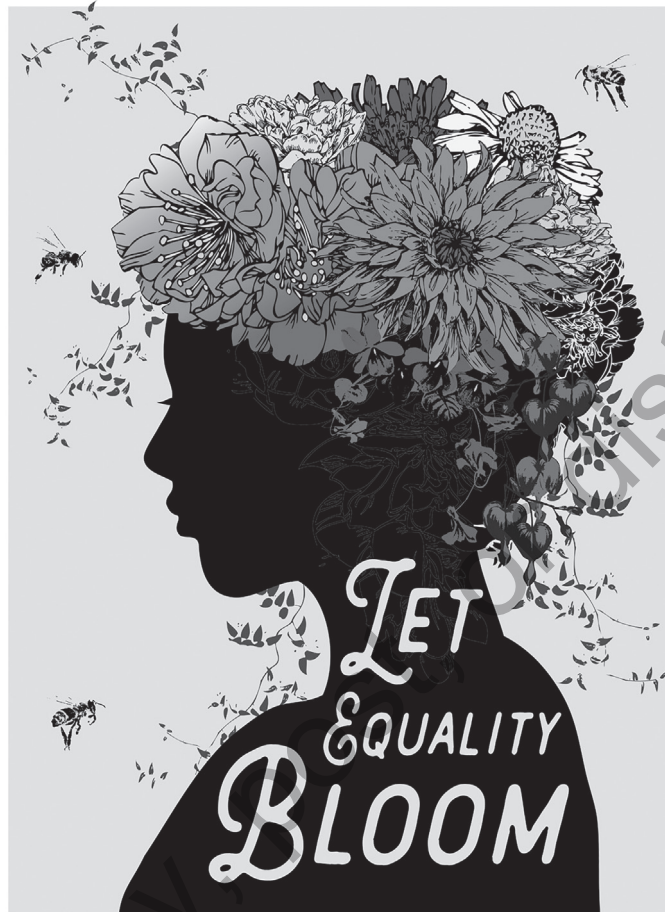
THINK AHEAD

- 2.1 Describe why public relations practitioners plan and make connections between campaign development and organizational goals.
- 2.2 Explain the importance of each step in the planning process beginning with research and ending with reporting.
- 2.3 Recognize how the elements of an integrated and strategic plan come together by examining tangible results.

In 2017, Aaron Huey, National Geographic photographer and Stanford media designer, launched a Kickstarter campaign with one goal in mind—to counter “hate, fear, and open racism that were normalized during the 2016 presidential campaign.”¹ As of 2024, their efforts are still going strong with a nonprofit design lab and campaigns that reach an average of 20 million viewers.² Amplifier Art, built upon free and open source images, describes itself as an organization that turns artists into activists and observers into participants. By galvanizing like-minded people, this organization promotes messages of hope. It has sponsored visually stunning, integrated campaigns to raise awareness of a wide variety of issues, such as voting rights, climate change, and criminal justice reform. The goal of the organization according to Huey,

is to reclaim and rebuild an American identity rooted in equality, dignity, diversity, truth, and beauty. At Amplifier, we believe that each piece of art we create and distribute with our partners can be a compass that leads us away from the chaos and negativity of this polarizing time.³

Since its inception, the organization has grown tremendously as it has developed campaigns with stakeholders front and center. In 2022 alone, with a dedicated group of artists, forty-one organizational partners (including National Geographic and the J. Paul Getty Museum), they conducted thirty-nine public art stunts (reaching 21 million people), sold more than 2,500 items, and continuing to support the organization’s mission of art with purpose.⁴ They have launched a multitude of socially driven campaigns, including *Women’s March on Washington*, *Power to the Polls*, *We the People*, *We the Future*, *Well + Being*, *March for Our Lives*, *#MyClimateHero*, *Voting Rights*, *Unbroken by Bars*, *The Truth Is Prisons Are . . .*, *Honor the Treaties*, *Close Rikers*, and a special call for art during the COVID-19 worldwide pandemic⁵ They even launched Amplifier the organization’s first ever activist-driven **augmented reality** app that transforms analog 2-D posters, stickers, and murals into art that literally comes to life to deliver a call to action.⁶ The organization has accrued support from people across the **social sphere**, the broad network of interactive digital and social media channels that collectively create a new form of public sphere. Between downloads; photographs: Tweets; Instagram posts: Facebook follows, check-ins, and likes: blog articles: and news coverage, the organization is thriving. Its success and its tools are multimedia, multimodal: This is integrated communication today.



Hear Our Voice by Brooke Fischer is one of many pieces of art found on the Amplifier website.

Public relations campaigns come in an almost infinite variety of forms and combinations. They utilize channels from social media and digital advertising to media relations and public events. They combine words, images, audio, and video in a multitude of audience-centered formats to convey their messages. They incorporate cutting-edge research to develop strategies and tactics, continuously improve content, and evaluate impact. They continue to strive for more inclusive language and imagery reflective of the diverse organizations they represent and the societies where they exist. Yet, in all of their complexity, campaigns begin with a simple purpose: to help solve a problem.

As public relations (PR) practitioners, we are the professional communicators developing and orchestrating these campaigns. Management relies upon this role to be better than most at communicating an organization's messaging. All too often, PR practitioners are pigeonholed into being labeled media liaisons or relationship managers; however, this role is more than that;

PR practitioners are strategic marketing counselors. In order to successfully execute strategic integrated campaigns, we must be able to see the big picture and the minute details. It is impossible for organizations to disconnect from the world around them and to operate in a vacuum.

WHY WE PLAN

The foundation of a well-developed PR plan is an effective approach devised from a robust communication blueprint. Using a strategic approach has everything to do with identifying key stakeholder outcomes, targeting the right audience, formulating the most impactful objectives and message, and incorporating the most effective tactics to accomplish the necessary goals. A plan is an avenue that is used to propose and obtain approvals, as well as a mechanism for monitoring and evaluating a product that distinguishes true PR professionals.⁷

The purpose of strategic PR is to contribute to the overarching mission of an organization by supporting its defined goals with the tools of communication—both listening (research and information gathering) and speaking (content creation and information dissemination).⁸ In order for the strategies to be successful, it is imperative that PR practitioners obtain accurate information about the challenges at hand, the publics with which they communicate, the effectiveness of each communication initiative, and the relational impacts that each program has with critical stakeholders.

PRO TIP

The Case for Listening First

To ensure effective communication, PR depends upon the need to listen. Stakeholders, including employees, clients, and diverse audiences, help inform integrated campaigns. According to researcher Katie Place, “when listening occurs, clients and agency consider themselves as partners in achieving shared goals.”⁹

Source: Katie Place, “Listening as the Driver of Public Relations Practice and Communications Strategy Within a Global Public Relations Agency,” *Public Relations Journal* 12, no. 3 (May 2019): 1–18, https://prjournal.instituteforpr.org/wp-content/uploads/katieplace_listening.pdf.

The strongest and most strategic campaigns are informed by what customers, prospects, and stakeholders are sharing and posting in the public and social spheres, so listen to what they are saying or, for that matter, not saying. Listening is one of the most important but underused tools of the PR practitioner.¹⁰ Shayna Englin, founder and CEO of 42 Comms and graduate instructor in strategic communication at Georgetown University and George Washington University, notes that **strategic communication** “means communicating the best message, through the right channels, measured against well-considered organizational and communications-specific goals.”¹¹ Understanding the specific executable tasks and their impacts can ensure that programs are delivered more effectively and highlights the value that the PR function brings to the organization.

One approach to planning is a process called **management by objectives**, commonly referred to as **MBO**. Organizations have missions and goals, which can be broken down into measurable objectives. Responsibility for execution and completion of goals is held by different parts of the organization. PR professionals often use communication objectives to provide focus and define direction when formulating a strategy targeting or supporting specific organizational objectives.¹² Norman Nager and T. Harrell Allen outline several steps of MBO that assist practitioners in building a plan that includes examining client and employer objectives; audience analysis; media channels; primary and secondary sources; communication strategies; message sentiment; and visually appealing artifacts such as photos, infographics, artwork, or videos.¹³ These steps can be used to form a checklist to spur PR practitioners in formulating a comprehensive plan and a sound foundation for strategic development.

As presented in the introduction, a simplified approach to planning is typically composed of four steps. First, practitioners use **research** to define the problem or situation; then they develop objectives and strategies that address the situation; once complete, they implement the strategies; and finally measure the results of the PR efforts. John Marston's **R.A.C.E.**¹⁴ model (Research, Action planning, Communication, Evaluation) or Jerry Hendrix's **R.O.P.E.**¹⁵ model (Research, Objectives, Programming, Evaluation) are commonly used to describe the process.

Both planning models begin with research and end with evaluation. The four steps encompass the following:

1. Conduct research to analyze the situation facing the organization and to accurately define the problem or opportunity in such a way that the PR efforts can successfully address the cause of the issue and not just its symptoms.
2. Develop a strategic action plan that addresses the issue that was assessed in the first step. This includes having an overall goal, measurable objectives, clearly identified publics, targeted strategies, and effective tactics.
3. Execute the plan with communication tools and tasks that contribute to reaching the overarching objectives.
4. Measure whether the campaign was successful in meeting the goals using a variety of evaluation tools.

All planning models have varying strengths and weaknesses. In this book, we expand our focus on the planning stage using the ROSTIR model to emphasize the importance of understanding and diagnosing the problem, challenge, or opportunity at hand; setting communication goals and objectives; and building strategies and tactics from them.

ELEMENTS OF A STRATEGIC PLAN

It may seem proper to begin the process of planning with tactics including brochures, press releases, an event, or even a blog post; however, an appropriate plan should precede the selection of tactics. By first conducting research, practitioners are able to define the overall goals, objectives, and strategies of the plan, otherwise efforts may be wasted from the outset.

Some practitioners create a brief outline, while others develop an expansive document that includes a substantial amount of detail. Another model for the planning process, the ROSTIR strategic planning model, includes six key elements, all of which will be expanded upon in upcoming chapters. The following is a brief summary of each element:

- Research: diagnosis/goal setting
- Objectives
- Strategies
- Tactics
- Implementation
- Reporting/evaluation



Secondary and primary research, diagnosing the organizational problem or opportunity, and setting communication-specific goals are critical first steps to a successful campaign.

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Research, Diagnosis, and Goal Setting

The term **diagnose** means to ascertain the cause or nature of something, usually an issue or problem that must be solved.¹⁶ In this initial stage of planning, practitioners ask themselves the following question: Why is a PR plan necessary? There are many situations that prompt the need for strategic PR planning. Some include the following:

- Overcoming a problem or negative situation
- Conducting a specific, one-time project supporting the launch of a new product or service

- Reinforcing an ongoing effort to preserve a reputation or public support
- Expanding your organization's outreach to a new audience
- Creating and reinforcing a brand and professional corporate image
- Mitigating the impact of negative publicity and/or corporate crisis
- Establishing expertise among your peers, the press, or your potential clients or customers

Once the decision to create the plan has been made, regardless of the rationale, the foundation for the overarching strategy has to be defined. Research accompanies this stage of development. Research is the methodical collection and explanation of information used to increase understanding of needs, audiences, channels, and communication baselines.¹⁷ Strategic planning cannot work without intimate knowledge of the intended audience. Research is key to understanding the target audience and the needs of the plan. This initial developmental research provides practitioners with the insights to diagnose challenges and opportunities, before prioritizing and reframing them as communication goals.

PRO TIP

Inclusivity, Diversity, Equity, And Accessibility (IDEA) First

"PR and marketing departments have the power to shape new approaches, while at the same time, demonstrate that their organizations are employers of choice and industry innovators." Nysha King, *Forbes*¹⁸

Source: Nysha King, "Making the Case for Diversity in Marketing and PR," *Forbes* (blog), entry posted February 15, 2019, <https://www.forbes.com/sites/forbescommunicationscouncil/2019/02/15/making-the-case-for-diversity-in-marketing-and-pr/#4007d073424d>.

Diversity First

Incorporating the diversity-first approach should begin in this initial stage. We often see campaigns fail when **inclusivity**, **diversity**, **equity**, and **accessibility (IDEA)** are not part of a campaign's initial research and planning. It has never been clearer that homogenous groups lack diversity of thought, opinions, and ideas. Implementing a true IDEA-first approach is more than ensuring messages or images represent a variety of backgrounds. It's about the people developing the campaign—ensuring they, too, are diverse—in more than merely race. Nysha King, a communications council member for *Forbes*, says that brands should strive for "promotional activities that reflect the society that they are a part of, and avoid offensive references to race, gender, sexual orientation or religion—thereby, increasing the chances that audiences respond to the call to action."¹⁹

Forward-thinking brands are paving the way. While many organizations seek younger demographics at the expense of older generations, Dove Canada went against the grain. After the controversial firing of national news anchor Lisa LaFlamme, presumably due to her decision to not dye her naturally grey hair, Dove launched #KeepTheGrey, a campaign featuring eye-catching, black-and-white, racially diverse images of older women with grey hair.²⁰ Developed by global agency Edelman, this campaign pushed back against age discrimination with a message of inclusive support, winning a 2023 Cannes Lion as well as recognition from PR Week Global Awards. In another area of advocacy, biotechnology leader Genentech worked with the community diagnosed with spinal muscular atrophy (SMA) to create and launch SMA My Way, a fashion show with clothing that was bold, fashionable, and accessible.²¹

More than an item to check off a list, diversity and inclusion should be embedded in the campaign development process. Just as PR practitioners develop thorough objectives, they should also embed sound IDEA principles into their campaigns. And that starts by having a diversity of individuals and experiences as part of an integrated PR team.

Objectives

After research is conducted, a clear diagnosis is realized, and broad communication goals are set, the next step of the process is to establish appropriate **objectives** for the plan. Objectives must be measurable. At the end of the day, the C-suite executives place emphasis on the bottom line. Executive management is looking to see data, analysis, measurement, and how each relate back to PR efforts. Statistics and data are often necessary to show that efforts put forth by a PR department are contributing to the overarching goals of the company. Outcomes can evaluate whether or not a change in behavior or relationships is influenced by the PR strategy. Examples of high-quality outcomes might include an increase in the sale of a product or an uptick in donations due to an executed PR campaign. As organizational resources are precious and companies are becoming increasingly frugal, executives are often unwilling to spend money unless an outcome contributes to a business objective.²²

Objectives should connect four key elements: the target audience or public, the specific outcome, the measurement or magnitude of the change required to reach this outcome, and the target date.²³ Campaign objectives should contain an impact factor, such as a knowledge outcome, a change of opinion, or a change of behavior.²⁴ Strategies and tactics should be designed to support the achievement of the objective.

- **Example:** Focused on bottom line metrics, objectives are outcomes that can be quantified. A local nonprofit may create a three-month fundraising campaign based on digital awareness and donations.
- **Objective:** The organization should set measurable objectives, such as raising \$250,000 over three months or increasing awareness of the organization (among community members) from 37 percent to 45 percent over the campaign timeline.
- **Strategy:** With the focus on digital donations and awareness, a mix of paid and organic social media content, along with owned media such as website updates and landing pages, would be a necessity for a successful campaign. Earned media might

be a useful supplement to raise awareness, increase the organization's reach, and drive digital traffic.

- **Tactic:** Tactics may include earned media outreach (pitches), social media content and posts, or website content.

It can be difficult to measure how well a particular informational objective has been achieved. Objectives should have clear metrics that can be tracked and quantified. The PR practitioner, along with management, must set the objectives together. As noted earlier, objectives must be realistic, achievable, and measurable in order to illustrate success. To simply state “increase awareness by 25 percent” is not enough. A solid baseline is needed to indicate whether or not the target audience increased awareness by 25 percent. Therefore, developmental research must provide an initial baseline (e.g., initial awareness may be at 40 percent among the public in question, therefore 65 percent would be the target). Measurement before, during, and after the campaign is critical to understand whether the objective has been achieved.

Strategies

Strategies are the choices made to select specific channels and approaches, focusing efforts toward achieving the objectives. For each objective, there may be a single overall strategy, or there may be multiple strategies depending on the PR plan. Some strategies may also support multiple objectives. In many campaigns, this means building a combination of paid, earned, shared, owned, and converged channels that are most appropriate for the campaign's purpose and its publics.

Tactics

Tactics are the tangible aspects of the strategy. There are various methods to reach a target audience, such as face-to-face interactions and media outreach through paid, earned, shared, and owned channels. Face-to-face tactics might include special events such as annual meetings, open houses, grand openings, recognition events, group meetings, town halls, round tables, and meetups. Owned media tactics are comprised of any material that is managed and owned by the company, such as a company blog, annual report, blogs, case studies, books, infographics, mobile apps, logos, letters, brochures, websites, podcasts, webinars, videos, photographs, and newsletters. Earned media is one of the most powerful vehicles for getting messages out to the masses. Earned media refers to publicity gained through promotional efforts rather than publicity gained through paid messaging like in advertising. When a practitioner's pitch to a journalist or blogger results in some type of media placement, this is considered earned media. Social and digital media channels with opportunities for interactivity constitute the space for shared media. Mediated and nonmediated approaches should work together to create effective campaigns.

Let us examine the combination of a strategy and tactic collectively at work. It can be hard for brands to stand out in a fashion industry with creative designs but relatively rigid and traditional approaches to marketing and sharing products with its customers. Italian luxury brand Bottega Veneta used a creative publicity and advertising approach to give a particularly authentic slant to its campaigns.²⁵ Following the significant social and traditional media coverage of celebrity street style, Bottega partnered with celebrities likely to be photographed by paparazzi

and dressed them in runway designs. Then, after fashion press covered these seemingly organic looks, they leveraged the photos into brand ads. Celebrities such as A\$AP Rocky and Kendall Jenner were featured in a variety of ads, which carry a distinctly different flavor from most stylized high-fashion marketing. This creative approach leveraged paid and earned media (along with an influencer mindset) to break through a very crowded market to place Bottega fashion, authentically, at the center of the conversation.



A\$AP Rocky is “caught” wearing a designer look as part of Bottega Veneta’s creative approach to making any sidewalk a fashion runway.

Vittorio Zunino Celotto / Staff

PRO TIP

Keep Tactics Top of Mind

Review tactics regularly. While an organization’s mission and goals should be relatively stable over time, and many components of a PR plan can be considered fixed elements, tactics require constant review. Unexpected external developments, a change in the business atmosphere, emerging media channels, or the actions of competitors can require a fresh perspective and second look.

The strategy can be considered as the idea (a direct consumer experience of the product in a surprising setting), and the tactic is the method through which that idea is carried out. In the previous example, the intent behind the strategy was to create a seemingly organic, authentic experience of celebrity style. This strategy also relies in part on shared social media and traditional earned media to spread the story, ensuring coverage and awareness beyond those who view the ads. In this way, smart strategies and tactics can impact multiple audiences through multiple channels.

Implementation

Determining the right timing to implement a campaign and identifying who is responsible for executing the campaign is the next step in the planning process. Factors such as the complexity, duration, steps, and intricacy of the campaign play a key role during the **implementation** phase, the point in the campaign process where the campaign plan is put into operation. A calendar or timeline should be developed to help guide practitioners through the implementation process. Some campaigns may only last a month while others may be staggered over several months or longer. Appropriate timing of the campaign, scheduling of the correct sequence of tactics, and building a calendar can help contribute to the development of a seamless implementation schedule and workflow.²⁶

Reporting/Evaluation

The process of reporting and **evaluation** relates the results of the campaign directly back to the stated objectives. Evaluation includes the analysis of completed or ongoing activities that determine or support a PR campaign. PR practitioners must put measures in place to track the results of each PR campaign, then contextualize and communicate those results to key stakeholders. Reporting and evaluation should not only take place at the end of a campaign. In fact, quite the opposite is true. Savvy practitioners continually evaluate the metrics throughout the process. In doing so, a practitioner will know whether or not the stated objectives, strategies, and tactics are resonating with the intended audiences. It is appropriate to measure objectives at multiple points during the implementation phase through the conclusion of the PR campaign. If strategies and tactics are not working as expected, this process provides the opportunity to revise them before the end of the campaign. Experienced practitioners know that flexibility is a key part of successful campaigns.

As previously noted, objectives must be measurable; therefore, it is vital to understand the appropriate metrics that will be used in order to properly evaluate if the objectives have been achieved. Reporting should reiterate the specific objectives and how each was measured. Informational objectives might include metrics such as surveys of awareness among key publics, media content analysis, number of fliers distributed, or number of hits to a website. Motivational objectives, on the other hand, are more easily evaluated using metrics evaluating the number of attendees at a specific event, direct increase in sales, or surveys that benchmark consumer's beliefs before and after using a product.

Budget

When evaluating the previous steps, it is important to not forget about the all-important **budget** that has been reserved for the campaign. At the initiation of any project, the PR manager should sit with both the internal and external teams to establish the program costs and expectations. Budgets are generally divided into two basic categories: staff time and out-of-pocket expenses (also known as OOP expenses).

Staff expenses include the time required by the practitioners to create and execute the plan. This varies widely but can often account for 70 percent or more of the overall budget.²⁷ Media kits, collateral material, website development, video production, transportation, staging, and even media costs such as radio advertising or paid social media are some examples of OOP expenditures.

PUTTING IT ALL TOGETHER

This chapter began by highlighting one of the most unique grassroots social movements of the past decade—the launch of Amplifier Art. At the time its origin, founder Aaron Huey launched a **crowdfunding** campaign hoping to raise a mere \$60,000 by attracting 10,000 backers. Crowdfunding is the practice of funding a project or venture by raising small donations from a large number of people, typically through digital channels. By the end of the campaign the organization accrued 22,840 supporters and raised \$1,365,105.00.²⁸

Over nearly a decade, the nonprofit has continued to expand its reach, partner with new artists, and build new relationships with major organizations. It has moved from a loosely organized alliance to a formal nonprofit, while not losing its central purpose and core function.

In this example, Huey solicited support from everyday citizens using powerful imagery along with a strong foundation built upon community allies such as the Women's March and an understanding of the overarching issue, seizing the opportunity, setting realistic goals and objectives, and forming strategies that aligned with tactics that were easily implemented. The nonprofit has stayed true to its mission of using art to advocate for political change and using its reach to build community.

For PR practitioners, this campaign represents a clear example and opportunity for identifying the objectives, strategies, and tactics behind the campaign. Taking a closer look, in the simplest form, the *objective* of this campaign was to raise awareness surrounding the polarization of America the Trump campaign initiated; the *strategy* was to formulate a far-reaching, widespread, earned, and owned media outreach approach; and the *tactic* was to allow for the downloading of free art images to be used in classrooms, at marches, and within the community at large.

CONCLUSION

Planning is critical to effective campaigns. There are many approaches to strategic planning, but the most useful follow the practices of MBO: setting clearly defined targets and building out a plan of action to implement them. This allows for work to be broken down into digestible pieces and to empower every individual involved with the responsibility for their piece of the larger plan. The ROSTIR model is one approach particularly well suited to PR campaign planning in that it emphasizes the research necessary throughout the process, as well as a clear separation of the objectives, strategies, and tactics that provide a playbook for implementation, while the Diversity & Inclusion Wheel helps practitioners center on all areas of DEI to create meaningful, genuine, and impactful campaigns that represent today's America.

THINK CRITICALLY

1. What are the differences between goals and objectives?
2. What qualities go into well-written objectives?
3. How do strategies and tactics relate? Identify the best way to distinguish the two by giving examples.

4. Why are measurable objectives important during the evaluation phase? What are some advantages and disadvantages to incorporating measurable objectives into a strategic campaign?
5. Consider how Bottega's creative campaign created authenticity through celebrity and influencer partnerships. Was this strategy effective at presenting high-fashion in distinctive ways? Did it create genuine authenticity? Or does their toying with the idea of authenticity appeal to a relatively cynical base of consumers? How might such a campaign track and measure its success?

KEY TERMS

Augmented Reality	Objectives
Budget	R.A.C.E.
Crowdfunding	Research
Diagnose	R.O.P.E.
Evaluation	Social sphere
Implementation	Strategic communication
Inclusivity, diversity, equity, and accessibility (IDEA)	Strategies
Management by objectives (MBO)	Tactics

CONCEPT CASE: MISSION-DRIVEN PLANNING FOR VILLAGE BOOK NOOK

The mission statement:

By fostering a sense of community through the written word, Village Book Nook strives to preserve the timeless allure of literature and joy of discovery through reading. A deep commitment to our community, a passion for literature, and tradition form the foundation of our lasting legacy. Our mission at Village Book Nook is to create an enduring and enriching experience for all who enter our doors by combining storytelling magic with the bonds of community.

Given this mission, your task is to think about elements from each stage in the ROSTIR model that reflect this mission.

- What research would need to be done to learn more about this organization and its publics?
- What communication goals could reflect these organizational aspirations?
- What measurable objectives could serve as specific, useful points of achievement and direction?
- What messages would best reflect the organization's needs?

- What communication strategies, tactics, and communication channels would be most effective for this organization?
- How could diversity and inclusion be conveyed in the organization's outreach?
- What ongoing and evaluative research should the organization perform on its communications, its publics, its industry, its competitors, and its communities?

CASE STUDY: THE FIRST AMERICANS MUSEUM

Integrated Museum Communications

The First Americans Museum with Jones PR

Campaign Focus: Local, Non-Profit, Social Justice

The State of Oklahoma holds a significant yet often overlooked history of Indigenous tribes. In the realm of public relations within local communities, practitioners typically prioritize highlighting what is new and exciting. However, there are moments that call for a collective recognition of history and culture. A compelling example of this type of campaign is the one undertaken by Jones PR for the opening of The First Americans Museum in Oklahoma City. This campaign navigated the local implications of the challenging history of the United States and its troubled relationship with the Indigenous tribes it has wronged, while demonstrating the intricate dynamics involved in promoting awareness and understanding.

The displacement of Indigenous peoples and the policies of settler colonialism in the United States is important historical context in understanding the complexities of the partnership brokered between the Oklahoma City government and the Chickasaw tribal leaders in order to build this museum. Oklahoma became part of the United States as part of the Louisiana Purchase in 1803. Prior to European colonization, the region was inhabited by various Native American tribes with diverse backgrounds and distinct cultures. By 1820, President Thomas Jefferson had designated it "Indian Territory," a place where Native Americans displaced from their ancestral lands could live.²⁹ President Andrew Jackson signed the "Indian Removal Act" in 1830, granting the federal government the authority to remove Indigenous peoples from their lands.³⁰ This prompted the removal of the Five Civilized Tribes—the Cherokee, Chickasaw, Choctaw, Creek (Muscogee), and Seminole tribes—who primarily resided in the lucrative southeastern United States. During the six-month journey, called "The Trail of Tears," 100,000 Indigenous people moved across the country, and 15,000 people died.³¹ A total of thirty-nine tribes now reside within the state including Indigenous tribes such as the Wichitas, Caddos, Apaches, and Quapaws.³²

In the late 1800s, the federal government created Oklahoma Territory and white settlers began migrating there, including into designated Indigenous areas. There were debates over whether Indian Territory should merge with Oklahoma Territory or become a separate state. The federal government passed the Curtis Act in 1898, which led to the abolition of tribal

governments and forced the Five Tribes to accept allotment laws, which parceled out land and promoted assimilation into white culture.³³ The tribes held a convention to form their own state called Sequoyah, but Congress never voted on it as white lawmakers advocated for a state run by white leaders. Instead, Congress passed the Oklahoma Enabling Act of 1906, which allowed representatives to write a state constitution and combine the Oklahoma and Indian Territories. Oklahoma officially became a state in 1907.³⁴

Today, Oklahoma has a Native American population of 13.5 percent, which is the second highest of any U.S. state, but sovereignty and rights remain ongoing challenges.³⁵ For example, in 2020, the Supreme Court ruled on Oklahoman Indigenous sovereignty, granting increased legal autonomy for tribal jurisdictions in 2020 but restricting those rights again in 2022.³⁶

The First Americans Museum (FAM) opened its doors to the public on September 18-19, 2021, following three decades of development. The museum was conceived of in the 1990s, but its development was delayed due to economic and local government fluctuations.³⁷ With a 175,000-square-foot space and a partnership with the Smithsonian Institution, the museum's opening goal was to share the collective stories of the thirty-nine Tribal Nations in Oklahoma through a unique first-person perspective.³⁸ The museum sought to recount the nation's dark history of "Indian Removal" policies from first-person accounts passed down through generations via cultural and oral histories.³⁹ The content of the museum was intentionally designed to provoke discomfort, encouraging critical examination of the historical actions and their lasting consequences.⁴⁰ This case study examines how a PR campaign for a local museum can help change the thinking of a community and lift up some of its most marginalized voices.

Research/Diagnosis

Local is important. Even though much of PR can be driven by national media hits, local grassroots campaigns can change the hearts and minds of community members. This campaign demonstrates the most important stories may be right in our backyard. As former Speaker of the United States House of Representatives Tip O'Neill said, "All politics is local."⁴¹ Political decisions and support for nonprofit clients such as FAM with civic ties are primarily influenced by local concerns and issues. In public relations, it is an essential skill to develop messages and campaigns that address the specific needs and interests of local communities.

Museums and resorts drive tourism and economic growth in states like Oklahoma. In line with this, Oklahoma City prioritized tourism in 2019, allocating funds for municipal improvements to enhance tourist destinations and infrastructure.⁴² The First Americans Museum was one such initiative. In 2021, the city brought in \$3.8 billion in tourism dollars, which was close to pre-pandemic levels and exceeded expectations.⁴³ The OKANA Resort & Indoor Waterpark, a \$300 million tourist destination fostered through the same partnership of local government and tribal leadership, will be developed adjacent to the museum, further diversifying the travel destinations in downtown Oklahoma City. The resort is expected to open in 2024.

The tourism is recovering and expanding as are associated PR and advertising industries, which experienced a 15 percent increase in jobs as of January 2023.⁴⁴ As travel and exploration continue to bounce back, PR professionals are increasingly involved in promoting destinations, attractions, and hospitality services. The role of PR in the tourism industry is to create and maintain a positive image for a location or brand, generate interest and awareness among potential travelers, and enhance the overall visitor experience. PR practitioners in the tourism sector use various tactics to engage with target markets and generate positive press coverage via storytelling campaigns and press trips for journalists and travel influencers that showcase the destination.⁴⁵

Scheduling a familiarization tour is one thing; telling the difficult, nuanced story of historical inequities, war, and outright betrayals is another. There are clients that require this type of high-level research and context before the agency is able to embark upon a campaign. Going into the opening, The First Americans Museum faced multiple challenges, including the potential for protests during its grand opening due to recent controversies surrounding a nearby Land Run Monument (commemorating the moment the U.S. government allowed settlers to grab land for homesteading that was held by Indigenous tribes⁴⁶) and dissatisfaction with the name “First Americans.”⁴⁷ Another challenge was to gain public acceptance and avoid backlash while presenting Native Americans’ perspective on the historical impact of the nation’s Indian Removal policies.⁴⁸ Finally, the FAM wished to be embraced by Native Americans across the country as a museum that finally tells their unique stories, requiring effective communication that created a sense of ownership and pride among diverse Native American communities.⁴⁹

Objectives

The planning and logistics surrounding the opening of FAM were years in the making. Plans for the PR campaign took place over several months, prioritizing public relations strategies and tactics over advertising to foster authenticity and accomplish the following objectives:⁵⁰

- Achieve a strong grand opening with a total of 7,000 attendees to establish a positive and celebratory atmosphere, signaling a significant step toward gaining public acceptance for the museum and its mission.
- Secure 100 positive media placements in the third and fourth quarters of 2021 across major local, regional, and tribal outlets. Incorporate FAM message points, highlight the rights of Native Americans to share their unique narratives.
- Place five national media stories during the third and fourth quarters of 2021, targeting Native Americans nationwide. Emphasize FAM’s courage in representing and sharing the Native American story.
- Attract a viewership of 3,000 Native Americans across the country through livestream broadcasts of the nine grand opening events.



The First Americans Museum

Jim West / Alamy Stock Photo

Strategies

This local PR campaign implemented four key strategies to ensure its success. The first strategy was to capitalize on Jones PR's strong relationships with major Oklahoma media outlets to place positive news about FAM and its grand opening. This approach positioned FAM as a celebration and provided an opportunity for Native Americans in Oklahoma to share their stories. Next, the campaign leveraged Jones PR's connection with Mayor David Holt, a member of the Chickasaw Nation, to enhance public acceptance through on-air TV interviews and social media posts that praised the museum and honored the state's Native American heritage. The third strategy was to livestream the grand opening in order to establish FAM as a premier cultural and educational destination. The final strategy was the engagement of a respected Native American Counsel to ensure the campaign used culturally sensitive messaging and encourage tribal leaders nationwide to embrace FAM.⁵¹

Tactics

Tactics for this campaign included a mix of grassroots PR, crisis management, and PESO methods:⁵²

- Local and national media pitching and outreach.
- News conference with local media and community stakeholders.
- Partnerships with regional tourism marketing entities to distribute rack cards at visitor centers and hotels, maximizing visibility and attracting potential visitors.
- Proactive development of a comprehensive crisis communications plan in anticipation of potential protests or negative situations, ensuring preparedness to address any challenges that may arise.

- Informative and visually appealing rack cards, visitor guides, museum maps, and donor brochures, providing essential information to visitors and showcasing the significance of FAM and its donors.
- Digital and print advertising.
- Production of social media assets and distribution to partners.
- Website audit, livestream planning, and execution.

PAID AND OWNED

Paid efforts included the creation and placement of targeted digital and print ads, designed to reach both Native Americans in the region and Oklahomans at large. Facebook and Instagram ad buys were deployed to drive advance ticket sales for the grand opening. Owned efforts focused on optimizing the FAM website for enhanced functionality and a streamlined user experience. This involved conducting an audit of the website and implementing recommendations to ensure information could be accessed with minimal clicks. The team also developed a comprehensive livestreaming plan, coordinating multiple on-site AV teams.⁵³



The museum features thoughtful cultural design elements.

Jim West / Alamy Stock Photo

EARNED AND SHARED

The campaign was centered around media relations, and earned media played a key role in accomplishing FAM's promotional goals. This involved compiling a targeted media list of national travel, museum, and statewide reporters and photographers supportive of FAM's mission to showcase the Native American narrative. Placements were secured in top national outlets ranging from *Yahoo! News* to *Artnet News*. The focus on the local component paid off with multiple stories in *The Oklahoman*, *The Chicasaw Times*, and local Oklahoma City TV stations covering the event.^{54,55}

Shared social media efforts included the development of tailored social media content for food vendors, entertainers, volunteers, and board members to share campaign-related updates with their followers. A private Facebook page was established for the 225 volunteers, providing a dedicated space for ongoing engagement and communication during and beyond the grand opening. Key travel and museum influencers were identified and strategically engaged to amplify the campaign's message and expand its reach in relevant online communities.

Implementation

Campaign implementation efforts yielded impressive outcomes for the launch. Media engagement was high with thirty-five media sneak previews and interviews scheduled with newspapers, TV, radio, podcasts, blogs, and influencers. This extensive coverage generated widespread awareness and anticipation for the grand opening. A comprehensive media kit educated reporters about the FAM's mission beyond the opening. The media kit emphasized FAM's unique perspective, showcasing its reflection of the Native American viewpoint on Indian Removal and highlighting the significant contributions Native Americans have made to American culture, arts, education, and history.⁵⁶

The news conference allowed local media to interview key spokespeople including museum, tribal, city, and architecture leadership, which effectively represented the diverse perspectives involved in the project. Live TV broadcasts from FAM's Festival Plaza were coordinated the evening before the grand opening, maximizing exposure and generating excitement. Livestreaming of grand opening performances and shows was facilitated, both online and on Facebook Live, allowing remote audiences to engage in real time. Finally, the team proactively conducted crisis communications training for staff and volunteers, equipping them with the necessary skills to handle potential protests or unruly visitors.⁵⁷

Reporting/Evaluation

The campaign surpassed the metrics set in all of its objectives. FAM sold out all 7,000 timed tickets in advance of the two-day grand opening weekend. This accomplishment was highlighted by the mayor, who tweeted about the sell out and reiterated the message in multiple interviews, further amplifying the success. The team placed an impressive 470 articles across broadcast, print, online media, and newsletters. Coverage was secured in all thirty-nine tribal nations' respective newspapers and newsletters. These positive media stories conveyed FAM's key message points and strengthened its position as a leader in the community. Six national stories were also featured in renowned publications such as *Cowboys and Indians Magazine*, *Travel + Leisure*, *National Geographic*, *Forbes*, and *Smithsonian* magazines. *NBC News* conducted a tour of the museum, providing further exposure and recognition. Finally, the campaign surpassed its target of 3,000 viewers for the livestream of the grand opening with an impressive virtual attendance of 5,100 people from 46 different locations.⁵⁸

Theories

Systems Theory: Systems theory applies in this case as it describes how organizations are made up of related parts that change and adapt as political, economic, and social environments shift. Because of the long-term nature of this project, coupled with the many partners and

stakeholders involved, this theory could be used as a framework for understanding how disturbances and evolutions occur and how they can help the organization react and respond in a proactive and productive manner.⁵⁹

Diversity and Inclusion-First Approach

The campaign's focus on Indigenous representation through the opening of the museum spoke directly to the nonprofit's commitment to diversity and inclusion. By showcasing the Native American viewpoint on difficult historical events and highlighting the significant contributions made by Native Americans to American culture, arts, education, and history, the campaign amplified underrepresented voices. Through intentional media engagement, a comprehensive media kit, and collaboration with tribal nations, the campaign cultivated a more inclusive narrative and brought greater visibility to Indigenous perspectives.