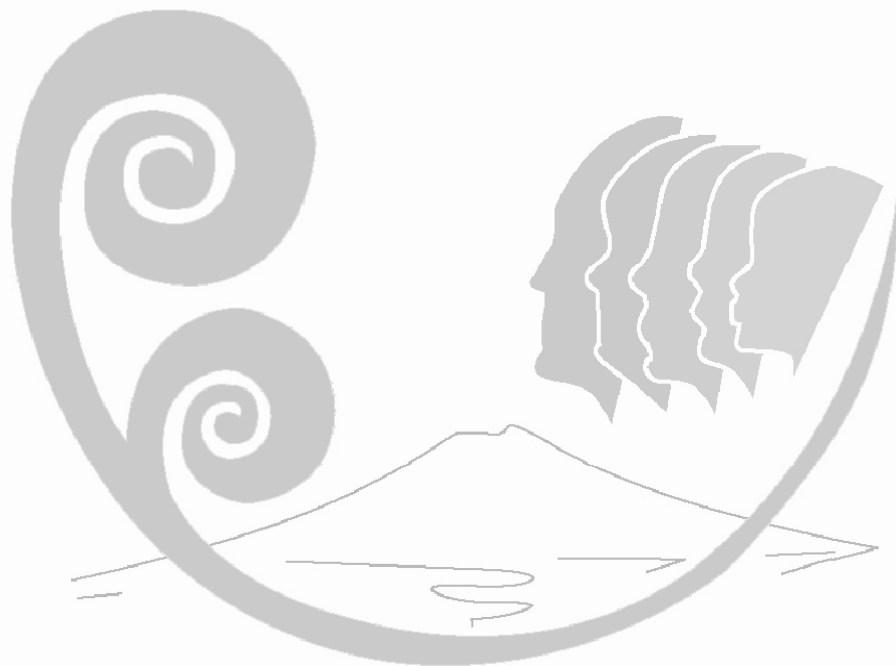
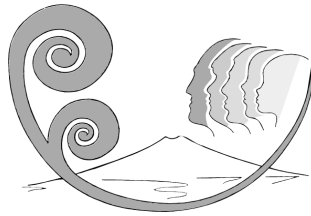


MARKETING AND PUBLIC RELATIONS ON A SHOESTRING



Another Community Resource for the Not for Profit Sector



ACKNOWLEDGEMENT

The North Shore Community and Social Services Inc. was formed in 1975 and incorporated in 1979. Our organisation, which is a co-ordinating council for community groups, enhances or promotes the community development process on the North Shore and empowers community groups to serve their communities.

COMMUNITY RESOURCES

North Shore Community and Social Services Inc. continue to publish resources that have helped many Not-for-Profit organisations in their day-to-day management.

Our community resources provide affordable, practical, hands on advice, written by experts drawing from their experience working in the community sector. Resources can be purchased individually, on CD, or in sets covering the following topics:

Funding Topics
Employment Topics
Committee Topics
Governance Topics
Strategic Planning
Organisational Issues
Volunteer Management

Training Video / DVD – ‘Can You Manage’. A five part video / DVD covering community development, roles and responsibilities, volunteers, meetings and being a good employer. Running time 27 minutes.

Should you wish to order any of our publications, an order form is on the next page. Orders can be placed by post, phone, fax or email.

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TEMPLATES

CHAPTER 1: INTRODUCTION

“The role of public relations for not for profit organisations is wide-ranging and valuable. The communication that an organisation has with its public defines what it is, how it is perceived, and determines ultimately how successful it will be. All too often Public Relations is something that organisations hope to achieve almost by chance.

Establishing a planned and systematic approach to Public Relations and managing it carefully can bring significant benefits. There are many opportunities to be creative and to achieve a positive community profile without high expenditure.”

Public Relations Wendy Scaife

Often the biggest stumbling blocks for not for profit organisations to preparing marketing, public relations and media plans are:

- Time
- Resources
- Attitude to marketing, public relations and media.

The aim of this toolkit is to help not for profit organisations understand the role of marketing and public relations and to embark on appropriate planning strategies, all with limited resources and without using expensive consultants.

We tend to leave promotion and publicity until the end of the project and not include it in our project planning unless it is a fundraising activity. This resource will help you to include public relations, media and communication within the annual plan for your organisation. We will answer some of the most common questions and fears and hopefully you will then see the benefit of placing some priority on this area of your organisation.

Throughout this book are lists to compile, group exercises and checklists. The information gathered in these exercises all add to the development of a final plan in the chapter “Putting It All Together”.

We encourage you to work through this book with your board and staff and realise the wealth of resource that may be hidden in your organisation. The key is to work smarter, not harder!

GLOSSARY OF TERMS

The relationship between public relations, marketing, advertising, publicity and promotion are close, and the following distinctions are useful:

Marketing

Is the art of making someone desire something that you have.

It involves an exchange between a consumer and an organisation, and may involve advertising of core products and services or a less direct promotion of the organisation and its image and values.

Promotion

Is a general term for various communication tactics such as advertising, selling, or offering a bonus with a product and publicity.

Integrated marketing communication

Is a term to describe a unified communication effort. It blends various communication techniques and tools, (such as advertising, marketing, promotion, public relations, research, strategy and evaluation) to achieve a unified and consistent set of messages from an organisation.

Advertising

Is your message, as you want it said. This can be expensive.

Publicity

Is free coverage in different media of an event, launch or discovery which has usually been initiated by the organisation.

Public relations touches all aspects of communication both within and outside your organisation, it is about two way communication.

These different types of communication are tools within the public relations umbrella.

Adapted from "Managing Public Relations?" Wendy Scaife

Stakeholders

The people with a vested interest in your organisation. This includes anyone your organisation communicates with e.g. members, clients, funders, contractors, staff, board members, suppliers etc.

Who are our "Publics"

This is a term used by Marketers. Your "public" includes anyone your organisation communicates with e.g. members, clients, funders, contractors, staff, board members, suppliers etc. In the not for profit sector we tend to use the term "stakeholders".

CHAPTER 2: UNDERSTANDING YOUR ORGANISATION

It is important to understand your organisation fully before attempting to convince others that a project is worth funding or sponsoring.

How do others see you?

- As a proactive focussed service organisation?
- As a proactive, secure organisation?
- As a staid service provider?
- As an organisation providing a service without any competition?
- Concerned about public image or take it or leave it attitude?
- As a clone of Government?

You will also need to consider:

- Is there any conflict within your organisation?
- Are you particularly controversial?
- Who are your clients?
- What do people really feel about your organisation?

All these factors need to be known before you can start developing a successful marketing and public relation plan.

You need to be clear about your vision and objectives.

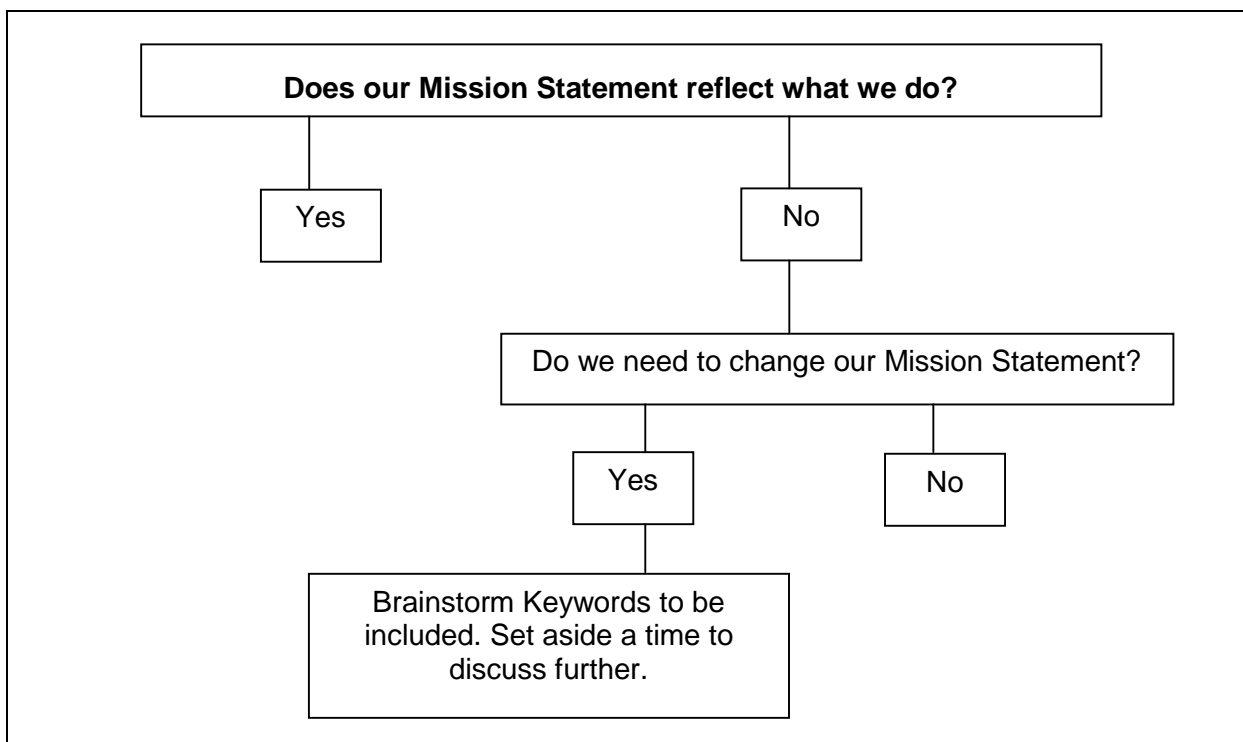
- Why does your organisation exist?
- What is its purpose and function?
- Who are your stakeholders?

You can have a mixture of stakeholders. Stakeholders will not only be members and supporters, but also employees, volunteers, clients or consumers of your services, the media (you need them to communicate positive messages about your purpose and functions), lobby groups, government agencies, and the general public. Your marketing plan should consider all of your stakeholders.

GATHERING INFORMATION FOR PLANNING (RESEARCH)

The starting point is your **Mission Statement** believe it or not. Everything your organisation does must relate to your mission statement and at no time should this be compromised. After all, it is the “life blood” of your organisation, the purpose for which you exist. Therefore, it is important that everyone in the organisation from the Board/Committee to volunteers understand your mission statement because those people already involved in the organisation are your main voices.

Use the following guide for a group process to examine your mission statement.



Template 1: Mission Statement

SWOT ANALYSIS

You need to look closely at your organisation's current situation and one way of doing this is to conduct a **SWOT** analysis:

S	=	Strengths
W	=	Weaknesses
O	=	Opportunities
T	=	Threats

WHAT ARE THE STRENGTHS OF YOUR ORGANISATION?

These are the things you do best. They are most likely to be the things you are achieving as well as or better than others. Examples include quality services, high demand for services, quality staff, community support, and sound financial base.

- Do you have highly skilled staff and a loyal membership base?
- Do you have significant financial support or funding from the philanthropic sector, members and supporters, or commercial/corporate business connected to your purpose?
- Do you have a detailed database of members and supporters that allows you to target them effectively for particular initiatives/benefits etc?

Make a list all your strengths:

WHAT ARE THE WEAKNESSES OF YOUR ORGANISATION?

These are the things that are causing problems. Examples include lack of awareness amongst your community (target audience) inadequate premises, lack of skilled staff, inadequate systems such as financial systems, lack of resources.

- Do you have bureaucratic structures or complicated or inefficient committee procedures? These will hinder the effective marketing of your organisation?
- Has communication between the executive committee of your organisation and its members and supporters dropped off?
- Are your organisation's stakeholders confused about what it is there for and what it can do for members, clients or consumers?

Make a list all your weaknesses

Remember a weakness can provide an opportunity or a threat.

WHAT ARE THE OPPORTUNITIES FOR YOUR ORGANISATION?

These are things that offer you opportunities to do better.

Example includes improved service provision, better marketing, staff training, more appropriate premises, volunteer programme, and improved systems.

Make a list all your opportunities.

WHAT ARE THE THREATS FOR YOUR ORGANISATION?

These are things that could prevent you from achieving what you want.

Examples include a declining need for your service, Central or Local Government policies, competition and a lack of resources.

Make a list all your threats

Transfer your lists into the SWOT Analysis Table (Template 2).

An Example Of A Swot Analysis Table

Strengths	Weaknesses	Opportunities	Threats
<i>What do we do well?</i>	<i>What don't we do well?</i>	<i>If given a chance, what opportunities are available to us?</i>	<i>What are our biggest threats?</i>
Secure Funding	Lack of choice for consumers	Providing more comprehensive services	Loss of contract
Sole Provider of service	Complacency		Competition



Template 2: SWOT Analysis

Out of this may evolve goals to develop improved client focus providing more choices for clients.

The plan that you now develop should build on your organisation's strengths and the opportunities you have identified, redress your weaknesses and defuse any actual or potential threats.

CHAPTER 3: UNDERSTANDING YOUR CLIENT BASE

Having considered your organisation's strengths and weaknesses the next step is to look at the environment in which you operate. Your marketing plan will need to consider how society, the economy and government policies/laws are changing and, whether this creates opportunities or threats for your organisation. You may have this information to hand or you may need to collect it.

The first step in researching your clients is usually to determine your target market.

WHO ARE YOUR CLIENTS?

Information can be found from previously published sources and from others currently involved in similar services. Information gathering may include primary research i.e. interviewing potential users. You could talk to "experts" in the field to see if there is consensus about who their clients are.

You may have sufficient expertise to adequately pinpoint the primary clients without any additional research.

Demographic Considerations

Census data and Local Authority demographics will quickly identify numbers, income levels, sex, ethnicity, age, area statistics etc. Demographic considerations include any shifts in population, income, age, sex, ethnicity, physical changes in the area, as well as economic and social changes. Changing customer attitudes or lifestyles e.g. parents working, low incomes, high rents. Obviously the more that you know about your potential clients the better off you will be.

Once the likely clients have been identified/ determined, the next step is to collect information about them.

For example:

- In which locations are they found?
- How many are there in each location?
- Is this group of clients increasing or decreasing in size?
- What other characteristics of these clients may effect the success or failure of your services.

At this point you have determined who, where, how many there are and the trends or characteristics within this group likely to effect your services.

WHY DO YOUR CLIENTS USE YOUR SERVICES?

The next step is to determine why these clients will or will not use your programmes. Considerations could be cost, quality of service, appearance, aesthetics, culturally appropriate, size, standards of services, programmes offered. What low cost initiatives could we introduce to attract more clients?

Other considerations could be location and facilities, accessibility, reputation methods(s) of marketing, advertising and promotion, variety of programmes and services offered, appearance and/or attitude of staff and/or volunteers, capability of employees. Don't be afraid of talking to real people! Ask the questions above and learn from the responses.

Draw up a profile of your current clients, similar to the one below.

PROFILE OF OUR CURRENT CLIENTS

No of clients	
Client Demographics	
What our clients like most about our services.	
What our clients like least about our services.	



Template 3: Profile of our Current Clients

HOW CAN WE IMPROVE OUR SERVICES?

Important questions to ask yourselves:

1. Why do people need/use our services?
2. What factors are important in the client's decision to use our services?
3. Why do people not use our service?

Have you taken into account the following factors that are important to your clients?

GOALS TO IMPROVE SERVICES

Access – location, parking	
Availability/opening hours	
Communication	
Signage	
Reliability	
Complaint handling	
Courtesy / friendliness	
Cultural appropriateness	
Efficient	
Back-up service – telephone or contact if something goes wrong after the visit or product is received	
Privacy and confidentiality	



Template 4: Goals to Improve Services

CHAPTER 4: PUBLIC RELATIONS PLANS

WHAT IS PUBLIC RELATIONS

Public Relations is the starting point for any media or advertising campaign. If you already have a positive high profile you will already be **communicating** with your target audiences. However a public relations campaign can raise awareness, dilute negative publicity, set the scene for larger campaigns or press releases and generally increase communication.

Public Relations has many definitions:

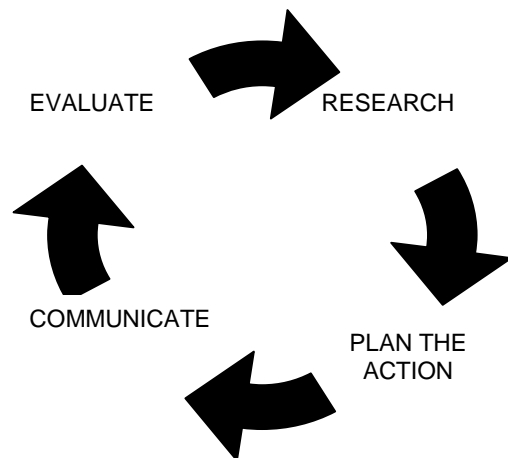
- The business of generating goodwill toward an individual, cause, or product.
- The acts of **communicating** what you are to the public. This is not to be confused with **publicity**, which is just one of the methods used in communicating the image.
- Activity, **communications**, or press coverage that is designed to enhance the prestige or goodwill
- The promotion of a person, company, idea, public body
- **Communication** with various sectors of the public to influence their attitudes and opinions in the interest of promoting a person, product, or idea.
- An activity meant to improve the project organisation's environment in order to improve project performance and reception.
- A deliberate, planned and sustained effort to institute and maintain mutual understanding between an organisation and its public.
(Institute of Public Relations definition).
- A promotion intended to create goodwill for a person or institution
- Public relations (PR) deals with influencing public opinion, through the presentation of a client's image, message, or project

GETTING STARTED ON A PUBLIC RELATIONS PLAN

THE RACE FORMULA

All planning should use the **RACE** formula:

- R**esearch
- P**lan the **A**ction
- C**ommunicate
- E**valuate



HOW DO YOU COMMUNICATE?

Most groups will find that they only communicate when it suits them and when they want something! If you fall into this category you are not alone. However, if you take public relations seriously, you should communicate on a regular basis and then you will find when you want to get a real message across it will be taken more seriously. Your public will know who you are and your mission and therefore be more receptive to your message.

Remember public relations is about two way communication. You want to learn from your public about their thinking about you, and you want to communicate your ideas to them.

Fill in the following checklists to identify various areas you will need for your **Public Relations Communication Plan**.

Evaluate Your Internal Communication

	YES	NO	MAYBE
1. Do our staff/volunteers understand our Mission Statement?			
2. Do we communicate well with our staff?			
3. Do we communicate well with our volunteers?			

Evaluate Your External Communication

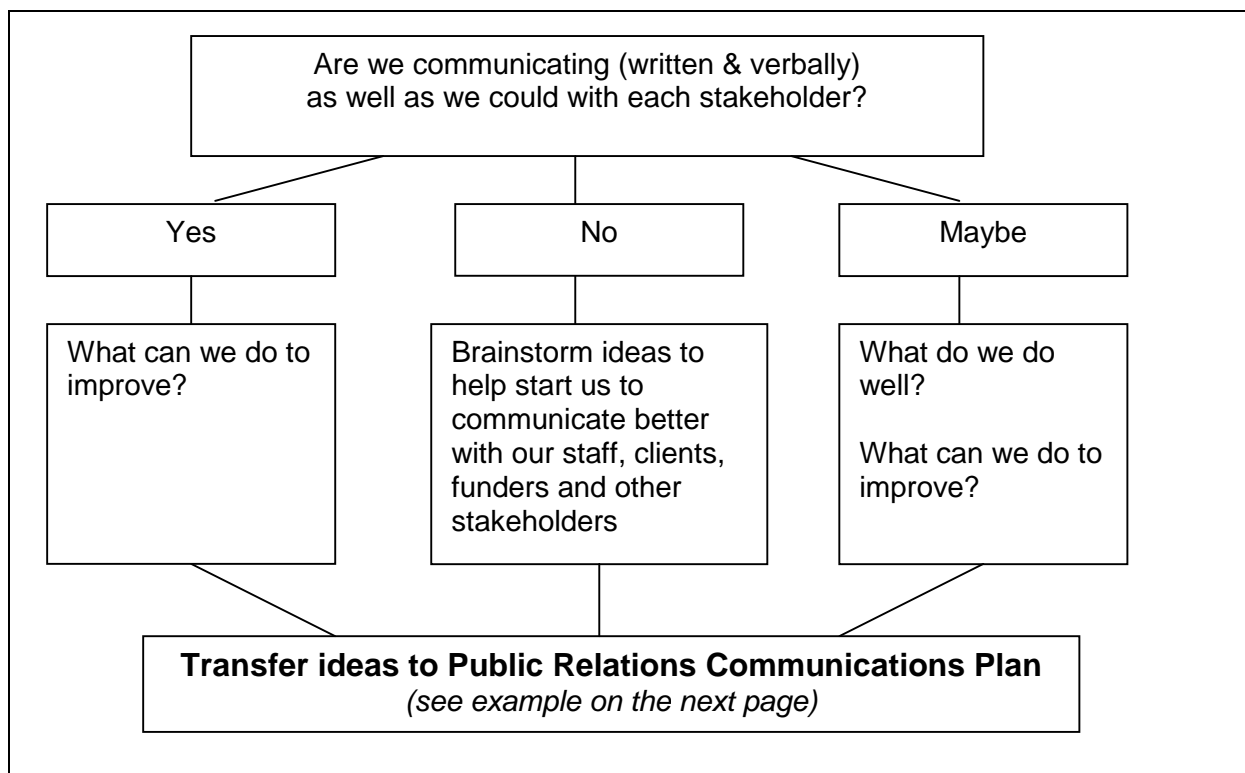
	YES	NO	MAYBE
Do we have a profile / information kit on your organisation?			
Do we have a Public Relations Plan?			
Do we communicate well with our clients?			
Do we communicate well with our members?			
Do we communicate well with our funders?			
Do we communicate well with other stakeholders?			
Do you have a good relationship with the News media whether it be local papers or daily newspapers?			

If you have answered yes to more than three of the above you are halfway to preparing the plan.

PLAN THE ACTION

Use the following guide for a group process.

- Make a list of your stakeholders.



Example of a Public Relations Communications Plan

GOALS	STRATEGIES TO ACHIEVE GOALS	BY WHEN	BY WHOM	HOW OUR SUCCESS WILL BE MEASURED
Publish an e-newsletter bi-monthly	Publish an electronic newsletter bi-monthly containing update of services, staff changes, new services etc.	First newsletter November 2006	John	6 newsletters a year. Increased number of enquiries about our services



Template 5: Public Relations Communications Plan

EVALUATION

Plan the evaluation from the beginning. An evaluation process should be developed while the project or initiative is being planned.

To make sense of what effect it has had, we need to evaluate the use of the plan and our time, and see if it has made any difference. This can be done using quantitative (numbers or statistical data) and qualitative (A verbal information based on opinions and values as opposed to statistical data).

Some ways to evaluate your success are:

- The number of public relation strategies you have put in place
- Feedback from those strategies
- The number of people/organisations you have added to your database
- Numbers of leads you have as a result of your increased publicity.

Hopefully your results will warrant the effort you have put into the plan



Source: Bond, S.L., Boyd, S.E., Rapp, K.A. with Raphael, J.B. and Sizemore, B.A. 1997. *Taking Stock-A Practical Guide to Evaluating Your Own Programs*. Chapel Hill: Horizon Research, Inc.

CHAPTER 5: IDEAS FOR PUBLIC RELATIONS ON A SHOESTRING

Working smarter not harder and **keeping it simple** are the keys to success these days.

Some of the following ideas may help you to open the doors to better public relations and communication with your key stakeholders whether they be clients, funders, supporters, other service providers, or the general public. These are all free using the tools you probably already have, so will cost you nothing but time.

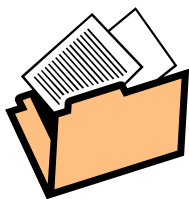
PREPARE AN INFORMATION KIT

You will need some information on your organisation, on the environment in which you work and your services. Ideally this should be gathered together and an **Information Kit** prepared.

This is like an information bank, a document that covers everything anyone wants to know about your organisation. From this information kit you, and others, can draw out most facts, figures and phrases you will need for the many communication pieces you will create. This also creates layering of similar images and messages that build up a consistent picture of your cause in the minds of your public.

An information kit should include a hard copy of:

- Your mission statement
- Your objectives/goals
- A list of your Board/committee members
- An overview of your organisation (tell a story – as the human touch cannot be underestimated)
- A brochure
- A business card
- You may wish to include a letter from your Chairperson.



This information should be put in a folder or the best presentation style that you can manage and sent out when anyone enquires about your services or any new project that you have. It is particularly important to include this with any media releases that you are attempting as the media release may need supporting information to add weight.

Evaluate Your Internal Resources

	YES	NO	MAYBE
1. Do you have a computer?			
2. Do you have email?			
3. Do you have a publishing package such as Publisher			
4. Can you turn your files into PDF files?			
5. Do you have a database?			
6. Do you publish a newsletter?			
7. Do you evaluate your programmes?			
8. Do you do any research?			

LETTER TO THE EDITOR

Often overlooked, letters to The Editor in any print media can be acceptable and can get your message across just as effectively. They are often widely read and seen by readers who might miss an item in the news columns. They also can lead to useful debate that can help your cause, or give some idea of the acceptance of your views.

A follow up letter to a topic already introduced can still include a point not already discussed that you wish to get across.

Having said all the above it is important to note that once the letter is published the information is out of your control and the issue is in the public arena and response letters can negate your original point. Sometimes it is best not to write in defence and just let the matter die.

COMPILE A DATABASE

The importance of a good database cannot be over emphasised. This is like your diary, it has all the details of your contacts, when you last contacted them, what you sent them and other vital information.

Tip: Names should be added to this database every time you gather a new contact. It is important that the database is kept up to the date and well maintained and that you can draw labels and reports when needed and without causing chaos in the office!

USE COMMUNITY NEWSLETTERS

These usually cost you nothing. However, submit articles consistently not just a one off, as people have very short memories.

Tip: Don't forget to say thank you to the group providing the newsletter and give them any feedback you have received as a result of the article in their newsletter.

USE EMAIL

As long as it is useful information and targeted, it will be read. The problem with most groups is they send it to everyone on their email address book whether it is relevant or not. If you prepare your email in a publishing package such as Publisher and email it far and wide many groups will be unable to open it because it is not compatible with their software. The way around this is to save it as a PDF file and the majority of your recipients will have no problems.

Tip: Set up a separate grouping in your address book for these communication emails but please remember to send them as blind carbon copies (bcc) otherwise people will need to wade through a list of names and addresses before getting to the message.

FREE RADIO BROADCASTS

You usually need to register in advance with these services but can prove very useful to spread the message to a much wider audience.

Tip: Remember the message will be relayed far wider than a newspaper and therefore you need to be specific as to what you are broadcasting e.g. "only available in Takapui".

WEB PAGES

If you have a website make sure your links are on strategic websites. Your website needs to be easy to navigate and if you are asking for a response make it easy for people. Please do a self test to make sure it works. Websites are excellent for research as you can easily monitor the number of times your site has been visited.

Tip: Most people tolerate a maximum of two clicks.

FREE LOCAL NEWSPAPERS

These are becoming a thing of the past but if you have one in your area – use it! Chapter 9 deals with media but, if you just wish to communicate your success or some general information and not a huge media campaign, these newspapers are excellent.

Tip: Add a photo with your press release and allow around 2 weeks before it is printed.

CHAPTER 6: MARKETING PLANS

WHAT IS MARKETING?

Don't think of marketing solely in a commercial sense, think of it also in terms of the image of your organisation. If you looked at your organisation as a person what would you see? Maybe you would see a person who was vibrant, energetic, healthy, modern, always bright and well presented. On the other hand you may see a person who was always tired, standoffish, stressed, old fashioned and struggling to survive? Now ask yourself which would you rather be.

Organisations can operate successfully without a marketing plan but are more likely to end up responding to crises rather than taking the initiative on the important issues related to their purpose and functions.

Marketing Plans go hand in hand with public relations and media plans.

WE DON'T SELL ANYTHING SO WHY HAVE A MARKETING PLAN?

To provide the framework for developing and marketing your services and managing relationships with:

- Members
- Clients/consumers
- Other not-for profit organisations
- Commercial/corporate world
- Media
- Funders and sponsors

Think of a marketing plan as a plan not only for the provision of your services, but also where and how those services are delivered. For example:

- Are they culturally appropriate?
- Are all the magazines in your reception area overused and outdated?
- Is your service well signposted or is it hard to find?
- Do you ever have fresh flowers in the reception area?
- Is there a clear notice as to the times the service operates?
- Are your clients warmly welcomed or are they just a nuisance?

One of the major issues for many not for profit services, particularly in the social services area, is that often the very nature of your service means that your client base often does not have a choice. Often these people are accessing your services because of a referral from some other agency (eg WINZ to a budget service) or because of some misfortune they have experienced. For this reason alone it is important that you make your service as welcoming and user friendly as possible and issues such as these should be a priority in your marketing plan.

PLANNING FOR ACTION

SETTING YOUR MARKETING GOALS

Your organisation's marketing goals are like goal posts. Without them you don't know where you are aiming.

Examples of marketing goals are:

- To grow membership numbers by 10% in the next 12 months
- To raise the profile of the organisation in the local community
- To increase client or consumer awareness of the services and/or products the organisation provides
- To raise professional standards
- To increase the value members derive from their membership

Your marketing goals should be as tangible and measurable as possible. As part of your marketing plan, you are going to have to evaluate whether you have achieved your goals or not. If you cannot even define them, then you certainly will not know whether you have achieved them!

ACHIEVING YOUR MARKETING OBJECTIVES

The marketing strategies your organisation develops are the means by which you will achieve your goals. For instance, for the goals "to increase the value which members derive from their membership", you might need to:

- Develop new member services
- Increase awareness and usage of existing member services

You might want to start this process by surveying members to find out current levels of awareness, usage and satisfaction with existing services, and identify which services or benefits are of most value to members. This will give you a benchmark against which to measure your success and help you prioritise your marketing efforts in the area, which will add most benefits for members.

Again, you should be as specific as possible about your marketing strategies:

- Who are they aimed at?
- How much progress is expected in the next 6, 12 or 24 months?

For each marketing goal you develop, determine how, by when, and by whom, the strategy will be implemented. This is your action plan - be specific not general. Actions must be “achievable”, with responsibilities and deadlines assigned to each activity.

Make a list of your Marketing Goals

Transfer this list to your Marketing Planner (Template 6)

EXAMPLE OF A MARKETING PLANNER

GOAL	STRATEGIES TO ACHIEVE GOALS	BY WHEN	BY WHO	HOW OUR SUCCESS WILL BE MEASURED
To grow membership by 10% in next 12 months	Send out information	Jan 07	John	Membership will reach 350 (10% extra)



Template 6: Marketing Planner

EVALUATION

The following questions can help you measure your success:

- How will we know if we have achieved our goal?
- What would be considered effective?
- What would be a success?
- What change is expected?

BUDGETS

This is also the time to think about budgets.

- Where will the money come from to implement the plan?
- How much will each action cost?
- Are the costs internal (existing staff time) or external (involving marketing service suppliers like printers, advertising agencies etc)?

WRITING YOUR PLAN

When writing your plan remember the KISS (Keep It Simple Stupid) principle. Write it in a language that people can understand and do not feel threatened by.

Your marketing plan is never finished. Think in terms of “plan – do – review”. A marketing plan is the same as any other plan, it should be a ‘living document’ which is referred to weekly.

Regular meetings should be held to monitor progress towards achievement of your organisation’s marketing objectives. The outcome of those meetings should form the basis of the reporting requirements at the monthly governance meetings.

CHAPTER 7: IDEAS FOR MARKETING ON A SHOESTRING

HOW MUCH WILL ALL THIS COST?

Most not for profit organisations operate in a climate of excess of client needs over organisational income. However, they are also very resourceful.

Some inexpensive ideas that may help you:

- It costs nothing to roster staff/volunteers to pick a few flowers on their way to work to make your reception area look a little more cheerful.
- Ask a local florist if they could provide you with a dried flower arrangement if you displayed their name and an acknowledgement.
- Laminate some A4 pictures from last year's calendar and place them strategically around the wall.
- Pin up the odd cartoon
- Create a notice board with "thoughts for the day/week", as well as local press clippings or other relevant information
- Have a toy box for children – ask your local toy library or put a press release in the local paper asking for lego, blocks or toys no longer used.
- Make sure your reception area is warm, clean and private
- Ask your local magazine distributor if you can have any left over magazines.

LETTERS OF SUPPORT

From time to time you will receive letters of thanks from grateful clients or complimentary letters from other service providers. Keep these letters in a separate file, as they are testimony of your service. You can use these letters to your advantage when preparing a sponsorship application or trying to encourage people to use your service.

Before publishing or using the name of the letter writer do make sure you have their permission.

BROCHURES – (adapted from The Find ‘em keep ‘em toolkit” NZ Post)

As brochures are one of the most cost effective and common ways for organisations to advertise their services we have highlighted below things to think about when preparing your brochure. Remember that your brochure is often the “face” of your organisation and must give the person reading it a clear picture of the services you provide.

Use a powerful headline – the headline on the outside of your brochure usually decides whether the reader will open it or throw it away. Avoid obscure messages and clever advertising puns. The headline should be immediately clear and in no way confusing or vague. Be sure the headline delivers the most powerful and relevant message, as it must give the reader a compelling reason to look inside.

Set the headline in large bold type – draw attention to the headline. Make it bold – a headline in large letters is eye-catching. If there is space, putting the headline on both the front and back panels makes the selling proposition visible whichever way up the brochure is.

Break copy into sections – use subheadings, bullet points, dotted lines, boxes and colour tints to segment and highlight different sections of your brochure. At first read many people only skim over brochure copy – few read thoroughly. Readers need to be able to see at a glance what you are offering, key benefits, and how to buy.

Use short blocks of copy - copy can be long or short, depending on your product or service and offer. Each block of copy should be brief and only cover one feature or benefit. Use a separate block of copy for each separate point.

Use bullet formats – use numbered points, lists and bullets to make copy easy to scan. Readers should be able to pick out selling points that interest them by quickly scanning. Don’t bury key points in long-winded blocks of copy.

Use illustrations to identify your product or service – show pictures of your service. Relevant illustrations help people to quickly understand the nature of your offer and promote them to read on. Sometimes it is a good idea to use explanatory captions under brochure illustrations. This helps to avoid confusion and loss of the reader’s interest.

Make it easy to say yes – make sure your readers can easily see the contact details, how to make an appointment, your referral process if you have one and your physical address and office hours.

REFERRALS

When new customers come to you because someone else referred them, don't forget to thank the person who gave the referral. Not only do you need to show your thanks, you also need to provide the best possible experience for the new customers, so the referrer can feel comfortable about recommending you again. There is nothing more embarrassing than recommending someone, and finding out they did a poor job for your friend, family member or client. Good marketing is not letting them down, thereby paving the way for many future referrals.

COMPLAINTS

Welcome complaints! No matter how well you operate, every so often something goes wrong. If you have a well advertised complaints procedure and policy you should look on complaints as an opportunity to learn and fix weaknesses and put things right. It gives you the opportunity to review your practices and services and explore better ways of doing things. However remember you cannot please all of the people all of the time so don't be too hard on yourself. On the other hand if you get a regular stream of complaints about the same issue **FIX IT**.

The most important things to remember about complaints:

- Take them seriously
- Acknowledge complaints and endeavour to fix them
- Advertise clearly how people can complain about your service/product eg money back guarantee, in writing, through a higher body etc)
- Have a procedure to deal with complaints
- Always deal with the root cause not the symptoms otherwise you are only providing a band-aid which means the complaint will continue to surface.

CHAPTER 8: PUTTING IT ALL TOGETHER

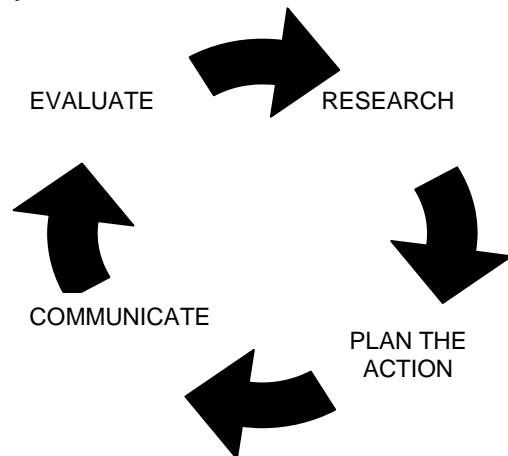
You now have your Public Relations Communications Plan and your Marketing Planner. You may choose to keep these documents separate or combine them using the template below.

The document(s) need to be used as “living documents” and reports on progress given each month with your usual reports.

To recap the planning process. You need to apply the

THE RACE FORMULA

- R**esearch
- P**lan the **A**ction
- C**ommunicate
- E**valuate



The steps we have taken so far include:

Confirm our mission statement (Research)	Mission Statement	Template 1
Description of our organisation (Research)	SWOT Analysis	Template 2
Description of our clients (Research)	Profile of our Current Clients	Template 3
Goals to meet our clients' needs (Plan the action)	Goals to Improve Services	Template 4
Goals to improve communication/public relations (Communicate)	Public Relations Communications Plan	Template 5
Setting marketing goals (Plan the action)	Marketing Planner	Template 6
Final Step – Putting it all together	Final Public Relations and Marketing Plan	Template 7

All this information feeds into a final plan similar to that on the next page.

FINAL PUBLIC RELATIONS AND MARKETING PLAN

Name of Organisation:

Date:

Mission Statement :

Transfer your mission statement from Template 1.

Our organisation:

Give a brief description of your organisation – its current strengths, weaknesses, opportunities and threats. Use the information from Template 2.

Our clients:

Give a description of your client base. Use the information from Template 3.

Our Public Relations Goals

Insert information from Template 5

Goals	Strategies to achieve Goals	By When	By Whom	How our success will be measured

Our Marketing Goals

Insert information from Template 6

Goals	Strategies to achieve Goals	By When	By Whom	How our success will be measured



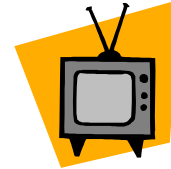
Template 7: Final Public Relations and Marketing Plan

Having written your plan your organisation is ready to start putting it in to action. Make sure the purpose of the plan is communicated to everyone who is involved in its implementation. Their “buy-in” will be critical to the plan’s success.

You will know your plan has been successful if there is enthusiasm, motivation, confidence, less crisis, high morale and a feeling of we can do it and do it well.

CHAPTER 9: TIPS ON WORKING WITH THE MEDIA

Media includes: Daily newspapers
 Suburban newspapers
 Television
 Radio
 Magazines



The best Media Releases step into the shoes of the journalist or producer reading it and *meet their needs*. If there's one secret to great public relations, it's meeting the needs of the journalists.

Everyone thinks PR is hard work. What they fail to understand is that every day, these journalists are pulling their hair out trying to fill their newspaper, magazine, radio or TV shows with useful, entertaining information. If you can show them how to do that, you are virtually guaranteed some coverage.

How do you meet their needs? Think about it like this. All of these journalists are under pressure from their editors to find stories that are of interest to the readers/listeners/viewers. So you meet the needs of the journalist by meeting the needs of their audience. If you're targeting a women's magazine you need to think of a story that's of interest to their readers. If you're targeting a late afternoon radio show you need to think of a story that's of interest to people driving home from work, listening to the radio.

Most people think that the only way to get good PR is to come up with a story. This involves positioning yourself as an expert in your industry. Whatever your profession, there's an area that you're an expert in. Maybe you should think about putting yourself forward as an expert in your particular field and advise journalists you would be very willing to help them with information on a particular topic. Build up the communication and you will be their first point of contact.

HINTS AND TIPS

- Photos must be interesting and innovative to get a message across
- Represent your organisation not yourself
- Monitor the media – what is their interest, what gets published most and how is it written
- Learn to accept rejection and learn from it
- Evaluate your articles – and learn from ones that are published
- Human stories galvanise public opinion

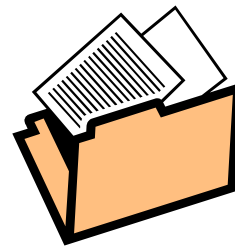
- Dry statistics and facts need to be balanced with another angle.
- Talkback is entertainment – not news
- 1 minute of TV takes 1hr of filming and 2 hours of editing. Think carefully about what you want to emphasise.

PLANNING A MEDIA STRATEGY

SET UP A MEDIA FILE

Start by setting up a file with the following:

- Key media contacts
- The timeline of each publication
- Names of journalists and their interests
- Names of editors and their contact details
- Names and contact details of talkback producers
- Websites of media outlets



Wherever possible, plan your media strategy, especially if you decide to do the approaching.

- Timing your media release is important. The media must have time to come and cover the event and get ready for their deadlines.
- Read newspapers, listen to the radio, watch TV and get familiar with styles and approaches.
- Try and have at least two people who are at ease and confident with the media who can represent your group.
- Get to know the editors and reporters and try and form a good relationship with the reporters who are assigned to cover your area of work e.g. health or welfare reporters.
- Give reporters background information about your issues of concern. Make sure they are informed.
- Be clear about exactly what you want from contact with the media. Make sure the important points get across – the points you think are important. The reporter and his/her boss may see it differently so you have to make sure they see it your way. Be prepared to be *quietly insistent but not antagonistic*. This can help avoid situations where the media distorts or sensationalizes your stories.
- Always try and be brief and clear, and try to stress the objective news of the story.

- Keep an updated list of the local media including notes on the names of journalists who have been particularly supportive and accurate in the past.
- Don't give up if your first releases don't get run, keep trying. You get experience and the media knows you're serious.

LAYOUT OF PRESS RELEASES

HEADLINES

The most important part of the press release is the headline. It needs to be bold and interesting and, above all, it needs to stand out from all the other press releases. Your best bet is to write it in the style of the headlines of the publication you're targeting.

For example, if you were selling a new supplement to help indigestion, which of these Press Releases do you think would get the best response:

New Supplement helps Ease Indigestion

or

Why Some Foods Explode in Your Stomach!

The harsh truth is, these journalists are not particularly interested in your organisation or service. Which is why Press Releases with headlines such as:

Local Company celebrates 30 years in Business

or

FJ Widget and Son appoint New Chairman

go straight in the bin. They're boring.

If the new Chairman of FJ Widget and Son celebrated his appointment by painting the building pink, or giving his top performing sales person some free plastic surgery or whatever - that would gain instant coverage. As with most marketing, it's all a matter of being creative and thinking outside the box.

Media releases should always include a number of key elements to make them more easily assimilated and convenient for the media.

Any Press Release should include

- | | |
|---|--|
| <input checked="" type="checkbox"/> The date of release | <input checked="" type="checkbox"/> End marked |
| <input checked="" type="checkbox"/> Any embargo | <input checked="" type="checkbox"/> Brief sentences and paragraphs |
| <input checked="" type="checkbox"/> A headline | <input checked="" type="checkbox"/> Use only one side of each sheet |
| <input checked="" type="checkbox"/> Double-spaced typing | <input checked="" type="checkbox"/> Your contact details in case the press want to check anything out. |
| <input checked="" type="checkbox"/> Page numbering - Continuation indicated | |

STORY CONSTRUCTION

To write a self contained story that people can understand even without having prior knowledge on a subject, ask these **six basic questions**.

Who? What? When? Where? How? Why?

From the answers to the questions you have compiled the essential elements of a media release. Now you must choose the angle for the story.

Choosing an Angle

Often the best angle can be defined by choosing the most interesting answer to the six basic questions. If it is factual you don't have to source it in the introduction. Details of who made the comment or when and where the event took place can often be left until the second paragraph to ensure a punchy introduction.

Interest must be judged from your audience's point of view. Try to relate as much as possible to the audience. What is the first thing you would tell somebody about it? A media release is seldom a chronological report of events and requires careful attention to the rest of its structure to ensure that the message "flows" without interruption.

Avoid

- Unnecessary attribution
- Using quotes
- Negatives
- Long names and titles

If you want to gain coverage of a story that may already have been published, look for new angles by considering:

- Seasonal influence: e.g. public holidays, anniversaries, and celebrations
- Key dates, deadlines etc
- Local angles (particularly for suburban publications)
- New developments
- Permission from people who you are quoting or using photographs of.

POINTS TO REMEMBER

1. Once you have your angle stick to it!
2. Exhaust the angle by expanding it with other facts and opinions before bringing in other elements.
3. Comment (direct and indirect) should be used to elaborate on, rather than repeat factual statements.
4. Quotations should be given directly after the relevant factual statement, or indirect speech.
5. Leave the least interesting facts until last.
6. If a comment or fact doesn't seem to fit with the rest of the story leave it out... no matter how interesting you think it is!

IMPORTANT ISSUE/MANY ANGLES

If an issue is particularly important or has several important angles, which need to be emphasised, consider preparation of a media kit.

Include several concise media releases, rather than lump more than one angle into a lengthy story.

Prepare a background or briefing sheet with additional facts if necessary.

If it relates to a report or speech, you would normally include a full copy of the report or speech referred to.

ADAPTING REPORTS AND SPEECHES

The same rules apply as for basic media release writing.

- Read the speech or report (or executive summary).
- What is the first thing you would tell someone in the audience if you were speaking to them about the speech?
- Seek out the answers to the six questions.
- In your copy identify early (but not necessarily in the introduction) WHO SAID IT, WHEN, WHERE AND TO WHOM.

JOURNALISTIC STYLE

Numbers

Numbers from one to nine are written. Ten and above in figures, unless at the beginning of a sentence.

Capitals

Generally reserved for complete proper nouns only.
For example *Prime Minister*.

Lower case for:

Titles
Parts of Names
Committee names

Peoples names

Given in full for the first mention and Mr/Mrs/Miss/Ms and surname thereafter.

Tense

Daily print media generally use "*He/She said*". Suburban publications, radio and some magazines may use "*he/she says*".

SOURCING COMMENTS

While a factual statement will stand-alone. An opinion must be attributed to someone.

You don't have to source (attribute to a person) anything that is obviously a definite fact – unless you want to make it sound authoritative. For example

"Smith, the CEO of Who Knows NZ Inc, endorsed the results of recent research conducted by....."

Do source

- | | |
|--|---|
| <input checked="" type="checkbox"/> Opinions | <input checked="" type="checkbox"/> Dubious "fact" |
| <input checked="" type="checkbox"/> Colourful statements | <input checked="" type="checkbox"/> Parts needing the ring of authority |

Sourced material can be either in direct or indirect speech

Source a story the first time you use a person's comment.

If you have sourced the introduction, usually the second paragraph is also sourced.

Alternate between he/she said (or said Mr/Mrs)

Each time there is a change of speaker to the story, begin with a new paragraph and identify the person (usually easiest if done in direct speech).

E.g. "*Smith emphasised....*"

CREATIVE USE OF THE MEDIA

The media will often be attracted to something that is a bit different. If you want to get media attention for an event or a message you want to get across, a “publicity stunt” can be a good way to go. One of the dangers is that the media only go for the sensational part of your event, so it’s important get your point across whatever you do.

Some things to think about:

- Will your publicity action get the support of the people you want?
- If your focus is on a person or people, are they your real target?

Here are some ideas to attract media attention:

- Use prominent or well-known people – TV personalities, pop stars etc.
- Street theatre
- Use humour
- Novelty aspect
- Create slogans and catchy phrases

EFFECTIVE DISTRIBUTION OF A PRESS RELEASE

When preparing a media release it is important to consider the deadlines and audience you are addressing...

LOCAL PAPERS	About three weeks in advance
DAILY NEWSPAPERS	Up to about 9PM
MAGAZINES	Several weeks in advance
TELEVISION	Variable (as far as possible in advance)
RADIO	Almost instantly (hourly news)

WORKING WITH LOCAL PAPERS:

Contact – the editor, or the reporter for a topic. Build a relationship with them. Invite them to meetings but give them plenty of notice. Always send in a press release even if a reporter is present.

Know – The deadline and the seasonal (e.g. holiday) influence on content. For example when local body or national elections are being held most local newspapers will only be interested in stories that relate to the campaign issues.

Local papers often have a gap in their copy and need “fillers”. These fillers are regularly used over the holiday period of Christmas when news is scarce and staff resources are limited.

Use - The community column for items. Perhaps negotiate for a regular column.

Photographs – local papers are always looking for good stories and local news. They appreciate photographs.

DAILY PAPERS:

It must be NEWS – topical items that have just happened. You must meet with the daily deadline. Try to get to know the reporters in the health and social welfare areas, and any other area you are working in. Send /give or fax the Press release direct to the reporter by name. You can also send material direct to the Press Association for nationwide distribution, but often-Daily papers will do this if the topic is of wide enough interest.

MAGAZINES

The power of magazines is developed on relationships editors have with readers. Readers respond to both editorial and advertising in a magazine. Readers do not see advertising as an interruption to the reading process. The personal feeling developed around a magazine gives the advertiser a lasting value unable to be matched by any other media. The long term value attached to a magazines lasting presence in the environment enhances the advertisers investment.

RADIO:

Community Stations have community notice boards, have hourly news bulletins and want local news. Don't underestimate the power of Talk Back radio to raise issues but remember this is entertainment not news.

Radio New Zealand also wants news for its hourly bulletins. Morning Report has a separate editorial section. Radio wants shorter pieces that state briefly the topic. Names of people that can be interviewed can be included. Interviews are often conducted on the telephone; sometimes direct on the air, so make sure you know how you are going to be recorded.

TELEVISION:

Your topic would have to be of wide national interest to be used.

MEDIA RELEASES - HOW TO PUT OUT A QUICK ONE

- Type your full name and address of your organisation across the top of the paper. Head it "MEDIA RELEASE" rather than press release (remember radio and television).
- Put your main point or angle into the introduction and if possible the heading.
- Answer the questions: Who? What? Where? When? And Why?
- Write clearly, simply and in short sentences. Explain briefly who and what your organization is and does, unless the name does that or you are well known. Spell out any sets of initials you want and avoid jargon and clichés.
- Use quotable quotes, and attribute the statement to a particular person (not an anonymous spokesperson). Give their full name, title and position in the organization and check the spelling.
- Be clear. Check and double-check your facts, dates, times and places.
- Include some statistics, facts or impressions in your argument, if appropriate (but not too many)
- Type on one side of the piece of paper, with double spacing and wide margins. Keep it short, preferably one page.
- Include the names and work and home phone numbers of at least two people who can speak for the organization. Make sure they have a copy of the press release with them and are ready to comment.
- If necessary attach a page or two of background information (e.g. a summary of your report, details of your project or conference programme).
- E-mail press releases that are urgent. *Otherwise* take them in personally, phone the reporter and read them, or fax them to New Zealand Press Association, main radio and television stations, local papers.
- Send your release to the News Editor or Chief of Staff of Newspapers, radio or television, producers of special programmes on radio or television and the editor of local papers.
- If your media release is not run, try re-writing it as a letter to the editor and encourage others within your organization/ community group to write in support of your arguments. Then follow up with a further release from a new angle.

GUIDE TO PREPARING COMMUNITY ITEMS FOR PUBLICATION

- Make sure your lines are DOUBLE SPACED.
- Write on ONE SIDE of the paper only.
- Make sure you have CHRISTIAN NAMES or INITIALS of all people mentioned.
- Make sure you say WHEN and WHERE the event happened.
- If you have a GUEST SPEAKER get their full name, and their position or occupation and where they are from.
- Try to avoid saying “they gave an interesting talk”. If the talk is interesting, tell us something of what they said.
- Try to avoid starting your news:
On Thursday, December 3, at the St Georges Hall on Takapuna the North Shore branch of The Marbles Club held their meeting.
RATHER pick out the most interesting thing that happened.
World Champion Fred Bloggs revealed the secrets of his success at the May meeting of the Shore Marble Club. He said...
- SEND IN A PICTURE, digital if possible but make sure the main figures are clearly named and identified.

PUBLICISING A MAJOR EVENT

If you have a MAJOR EVENT coming up, advise your media outlets well in advance – at least two weeks in advance - and keep them informed of progress before the date.

CHAPTER 10: FURTHER RESOURCES

Suzette Langford of Langford & Bradbury, Association Management Magazine – June 1998.

Management Plans - Community Resources PO Box 33 284 Takapuna

Filthy Rich & Other Nonprofit Fantasies - Dr Richard Steckel with Robin Simons and Peter Lengsfelder

Nuts and Bolts of building profits and customer loyalty – NZ Post

Fundraising Institute of New Zealand

FOR YOUR INFORMATION - SOME HISTORY ON PUBLIC RELATIONS (PR)

The institutionalisation of public relations practice took hold after World War Two, when US corporations, adopting militaristic, hierarchical corporate structures, invested in public relations strategies and personnel.

Just as the number of government PR officers mushroomed during war, so corporate PR grew rapidly from there on. The Public Relations Society of America was incorporated in 1948. But it has been since the 1970s that the scientific and sustained application of public relations practice has become more widespread.

This has seen the rise in professional communicators mediating all manner of communication between governments, companies and pressure groups and the public consumers of news, advertising and other information. At one level, this has brought some additional scrutiny to the interface, but it is largely a soap-operatic one. How well a government or firm 'handles an issue', can subsume the issue itself - a key to 'good handling' is, of course, successful public relations