



**A Review of Strategic Public Relations by
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With Accompanying Articles by Ashley
Wirthlin of**



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I am the author of Public Relations Blogger. I write, manage, and update the blog daily. I am a marketing and management graduate of the University of Portland. I have experience in marketing, non-profit fundraising, authority in online branding and PR, and event coordination.

At Public Relations Blogger, you can find thousands of other articles on various areas of the public relations industry as well as a 450+ term glossary on marketing, advertising, and PR terms. Please feel free to leave feedback, get in touch, and peruse the blog.

Inside, you will find some important information I feature in my free Public Relations Book: a brief book review and outline of my favorite book on PR and PR planning, Strategic Public Relations by Colleen Moffitt and Jennifer Gehrt.

You will also find articles, two of which are not yet in the full eBook I have available for download on Public Relations Blogger. These articles will talk about specific points from the book review and will also talk about PR planning and PR plans.

I hope you find value in this book review, and I hope this compels you to purchase the book by Moffitt and Gehrt for yourself; as a PR professional, person interested in PR, or a company looking to expand its involvement in the PR planning process, this is a great read at any level.

To read two other book reviews and 40+ pages of PR tips, tactics, and strategies, please download the free Public Relations Book here: <http://publicrelationsbook.com>.

The 80+ page book offer insights on the changing world of public relations, how to keep up with those changes, and ways you can better your PR plans.

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PUBLIC RELATIONS PLANS & PLANNING



While planning is important for any business (or non-business) venture to succeed, it is crucial in regards to PR planning. Defining and establishing your PR strategies and tactics ought to be directly related to your *overall* business/company goals. To ensure that the goals of your PR plans do good for the

overall company, establish the overall company goals *first*, and then see how the PR plan can help accomplish the company objectives. Your company goals can include becoming a leader in your industry, gaining more market share, or generating more hype for the overall industry or category in which your company does business.

Once you've established these goals, decide what strategies you will use to accomplish them. I was referred to a great article by Amy Mengel that talks about tactics and strategies. She writes,

"A strategy starts with business goals. Are you trying to sell more product? Reduce costs? Attract more members? Repair a damaged brand reputation? Your marketing and social media activities should match up with these business goals. What does success look like and how do you measure it?" (To read the rest of her article, click [here](#).)

After defining your strategies, define the tactics you will use to make those strategies work and to reach your company's goals. Will you use social media tools like Facebook and Twitter, direct mail, or media advertising? In order to choose which one is appropriate for your plan, **know who your target market/audience is**. Then, and only then, can you have a successful PR plan. A plan of any kind with no target market or goals is aimless and can almost be pointless; though you may have some mild success, the publicity and any hype or buzz created by your random PR tactics will slowly die down. Sending out a press release just for the sake of sending on out, with no audience in mind or reason for doing so, will only work for so long.

Once you've created a PR plan and have defined the tactics and strategies your plan intends to use, reevaluate where your target is communicating online; if your target market evolves because you follow a specific generation (regardless of their age now and in 20 years), know where they spend their time. While most college students can be found on Facebook, ensure that you keep up to date with the changing trends; are these college students moving to LinkedIn after graduating? Did they move from MySpace to Facebook once they hit college age? Read about

the changes your target market experiences, and know how to change and evolve your PR plan to keep up.

With the changes in technology, accessibility each consumer has to information, other consumers, and products, as well as the ability to come to you as the provider, advertising is no longer successful. Reevaluate your plan to ensure that it is still successful and timely; as with most things in life, some tactics and strategies are only relevant for a specific amount of time and need to be revamped and changed to be the most effective *now*. Doing so will help to ensure that your PR plans stay relevant, effective, and meaningful. Companies pump millions of dollars into advertising campaigns, without ever really evaluating the effectiveness of their money, time, and efforts. Let PR help your company, and redirect your advertising budgets to PR.

6 CHARACTERISTICS AND 7 COMPONENTS OF A PR PLAN THAT WORKS



Every company's PR plan will differ from another, but there are a few things that can be done to ensure that you implement the best PR plan for you and your company.

After first establishing whether or not your plan will be created in-house or by an agency, you must define your plan's goals. These goals ought to be measurable, but relevant. While you can measure the number of visitors a website gets, unless they are a source of revenue for the company they're a bit irrelevant to the overall company goals. Instead of staying in the PR or marketing departments when designing a PR plan include the rest of the company's departments as well and pay particular attention to the company's goals. One main purpose of the PR plan is to make sure that the entire company is working towards a similar goal and on the same page.

An example of a relevant goal could be to gain 1,000 new customers in Q4; this is a great goal to work with as the PR team. You can craft your goals and tactics around this company objective. One example goal for the PR team could be to generate *#n* leads through the use of a free eBook designed by some of the company's best executives, and *#n* leads through a forum created on the company's website or blog.

Despite differences in each company's PR plan, there are a few components and characteristics that make up a successful PR plan. Communicate PR's lead women, Jennifer Gehrt and Colleen Moffitt (with Andrea Carlos), define some of these characteristics in their "Strategic Public Relations" book. They include:

- *Researched.* A successful PR plan is thought through and backed by research. "It should convey a clear understanding of your company's business objectives." (pg. 77) On top of including information on the company's objectives, there needs to be current market information, market trends, consumer trends, and the company's position in contrast to other companies in the industry. This is a crucial part of creating a successful PR plan; without this information, a plan has no rhyme or reason. That sort of PR plan is sure to fail and sure to damage a company's brand and success.
- *Focused.* Once you've developed your objectives and goals, ensure that the PR plan works towards them. "Once you determine the direction [of your PR plan], every effort you engage in should either move you toward it or be discarded." (pg. 78)

- *Creative.* As mentioned above, each company will have different PR plans, and that requires that your PR team or PR agency work towards creating a unique plan that will work for your current objective and situation. A tactic working before, even for the same company, may not work in your current plan. "Every PR campaign is different and deserves its own creative thinking." (pg. 78)
- *Integrated.* This means that all departments are involved and supported; a PR plan cannot work without the help of the whole company.
- *Holistic.* Moffitt and Gehrt write that this means your PR plan acknowledges the times between major new announcements from your company to ensure that mindshare isn't lost when there is minor news to share. It's been encouraged by many PR and marketing experts that you send out news all the time, not just when there is a large piece of news to share. (This doesn't mean sharing news like a new vending machine in the lobby, but rather news that you can make newsworthy by relating to the community.) "Too often, companies let the momentum subside between major announcements, losing the visibility they've worked so hard to create." (pg. 78)
- *Realistic.* This deals not only with the budget, but how feasible goals are and how likely they are to be accomplished. While it is great to aim high, there is such a goal that is too high that will never be reached. This also deals with time; if your company doesn't have enough time to reach the goals set, the plan will fall apart. That also refers to the time of others; if you need to have a story published by a set time, "make sure all the publications you work with are able to publish your story within this time frame." (pg. 78)

Furthermore, a PR plan should include the following components:

- **Introduction** (or analysis of the situation). This would where the research is shared. The research, again, would be an analysis of the industry, company situation, market analysis, etc. This is also the place where the plan is briefly described and defines the issues that brought upon the creation of the plan. This is like an Executive Summary that is meant to answer the questions of "why".
- **Objectives and Goals.** As described above, this is the place where company goals are recognized.
- **Target Audiences.** This part of the PR plan is where you, as the PR team or agency, take the company's already established target market. For each new plan or venture that a company wants to take on, the target market can change or become a more narrow/focused target audience from a

larger, more general market. This can be left up to the PR team to establish, but the company should, presumably, already have a general idea of who their target market/audience is. This portion of the PR plan is meant to make the objectives, strategies, and activities easier to define. With a goal in sight, you are more likely to be successful.

- **Strategies.** This section is meant to define the tools and methods you plan to use to reach your target audiences. This can include describing the vehicles you will use, whether that be social media, press media or trade media, celebrity endorsement, etc. This is the portion of the PR where you explain how your objectives will be met.
- **Activities.** This segment of the PR plan requires creativity and the most effort. This is where you will describe, for yourself or your client, what exactly you plan to do with the above mentioned/defined tools and methods. Specific ideas are included here to give you or your clients an in-depth idea of how your objectives will be met. Ensure that you define how the activity will be successful with your target audiences, why they are likely to generate media attention, how it will help you/your client, and answer anticipated questions.
- **Implementation and Evaluation.** This is the area of the PR plan where you designate who will be in charge of what, how the plans will be implemented, how you will track the publicity, and finally which tools you will use to evaluate the plan's success. Evaluation is one of the most important part of a PR plan the companies often times look-over; if you want to share the importance of PR in a company, show key executives and stakeholders the results! You can do this by measuring sale increases, qualitative research methods such as surveys or focus groups, or the effects of using a vehicle you choose to use in the strategies section.
- **Budget.** As mentioned before and in the "Strategic Public Relations", this needs to be realistic. Don't leave anything out, and cover any anticipated costs. This way a client or an executive of your company can see what sort of investment this will be, and if there are any portions/activities that can be cut if funds are limited. This should be very detailed and in-depth, but also to the point and clear.

If these sections encompass the aforementioned characteristics, your PR plan has a great chance of succeeding; don't forget, though, that not every PR plan is successful. Proper planning, research, creativity, integration, and thoroughness can help your plan get off on the right foot.

PUBLIC RELATIONS | CRISIS MANAGEMENT PLANNING



When your company experiences a crisis there needs to be a plan that can easily be implemented. Planning is *crucial* for getting things right. After the planning process it really comes down to trial and error. Once implemented you can learn what went right and what went wrong, and can adjust your response accordingly when the next crisis arises. You can also look at companies who have gone through a similar crisis and learn from their mistakes, avoiding making them yourself.

When your company experiences a crisis there needs to be a plan that can easily be implemented. Planning is *crucial* for getting things right. After the planning process it really comes down to trial and error. Once implemented you can learn what went right and what went wrong, and can adjust your response accordingly when the next crisis arises. You can also look at companies who have gone

Some types of crises include (but are most definitely not limited to):

- Natural Disasters
- Economic Disasters
- Managerial Mistakes
- Deception
- Technological Issues
- Slander / Rumors
- Legal Issues
- Errors in Judgment

Many crises can be found in each type, such as a bacterial outbreak in your product, outside tampering with your product, exposure to animals or insects, ethical issues within the firm, such as stealing or dishonesty, or a breach in company security.

There are some things to consider when responding to a crisis and when creating a plan. While there is no set of rules for crisis management, the following might help you to create your own set and perhaps help you better respond to the crisis at hand:

Keep in mind that responsibility is a key component of any company's success.

An example of great crisis management can be seen in the mid 90s recall of Odwalla juices. There was a strain of E-Coli found in their apple and carrot juices that were present in a handful of juices. The source of the strain was unknown, and despite not knowing the source, Odwalla recalled all juices that contained the apple or orange juice. This cost millions of dollars but showed a great amount of responsibility and may have avoided future lawsuits and irreparable brand

damage. Odwalla also changed how they did things, implementing a pasteurization of their juices to ensure that the E-Coli would not return. They created a website, made TV appearances, and paid for medical bills, showing consumers that they were doing everything they could.

A poor example of taking responsibility can be seen in the 1989 Exxon oil spill in the Prince William Sound off the coast of Alaska. Though some say the amount spilled was underreported, there was an estimate of ~10 - 40 million gallons spilled that day, with estimates of hundreds of thousands of wild life killed, including bald eagles, sea otters, and harbor seals, along with hundreds of thousands of dead seabirds and billions of eggs of salmon and herring. Exxon avoided responsibility, even at times putting the blame on the coast guard. Today the sound and the residents affected by the spill are still feeling the repercussions of interrupted salmon runs, the loss of the herring in the local ecosystem, and the some thousand gallons of oil still buried in the beaches. ([Wikipedia](#))

In the midst of a crisis is not the time to avoid responsibility. Be honest and don't push responsibility on others if you were involved. Doing so can save the reputation and credibility of the company, as well as show the community you care. As a corporation you have responsibilities to the community and neighbors, and if something goes wrong, it is your duty to remedy the damage for the well being of your company and your consumers.

Give yourself time to gather evidence and consider the facts.

There was a crisis at Pepsi Co. when rumors started that syringes were being found in Diet Pepsi cans. Pepsi checked their facilities and came to the conclusion that there was no way any syringes could have been added to their cans while in their plants and factories.

Pepsi told the Public Relations Society of America that being quick with actions is important, but so is being accurate. Had Pepsi done a recall, they could have been out millions of dollars and made the situation worse. Additionally, it may have cost them their image; seeing Pepsi recall cans may have encouraged the rumor and consumers to think of the product in a negative light. Instead, Pepsi gathered the facts and decided against a recall. Though negative reports and consumer opinions spread after the decision was made, the rumor was proven to be just that, a rumor and a hoax.

Furthermore, timing is of the essence.

If your company comes across a product that needs to be recalled, timing is a critical aspect of responding to the crisis properly. A crisis management plan, or a crisis communication plan, can dramatically curb the damage done to your company, brand, or image. As with the Pepsi example, had they acted irrationally and put a recall into effect things may have gotten worse. For Odwalla, a swift recall was needed.

Once your plan is established and you have decided which action to take, it is important to put together materials that will be needed. For example, your employees need to be informed, as well as the public. Prepare statements and scripts so that everyone knows what is being released and what the facts are. Create press releases to inform the public, and be available for questioning; don't avoid the situation and make sure you are truthful and up-front about the circumstances.

Additionally, after the crisis has occurred there needs to be more planning for future crises and corrective action ought to be taken to ensure that a similar crisis does not occur. In order to diffuse a crisis, action must be taken *before* it occurs. Keep your company informed, congruent in the information provided, and honest.

STRATEGIC PUBLIC RELATIONS: 10 PRINCIPLES TO HARNESS THE POWER OF PR

by Jennifer Gehrt and Colleen Moffitt (w/ Andrea Carlos)

As the title alludes to, the book consists of ten chapters, or as the authors refer to them, 'principles'. It starts with a section of the book titled "The Case for A Strategic Approach to PR". Here the authors give reasons as to why there needs to be a strategic approach to public relations, where there has since been a lack there of. To come later in the book, some of the notions of a strategic approach that I find the most important include their stressing the importance of communication, being aware of others and their needs (such as deadlines other than your own), and the need to evaluate and measure the success of your public relations efforts. There is much more to this book than those concepts, but I find that those are not stressed as much as others. Ones I found that were stressed more often were ones such as defining your goals before you implement, keeping a good rapport with reporters and journalist, and maintaining a focused approach to public relations, along with a strategic one. Another thing that is stressed when it comes to PR are its benefits, which can be found in this section, and the authors list a few basic things that one might imagine public relations can offer to a firm, company, or individual:

- Build your brand
- Increase Demand for Your Product or Service
- Broaden your customer base
- Create trust for your company and its products
- Establish a leadership position for your company
- Shift the perception of your product
- Develop awareness of a new product or service
- Strengthen employee moral and attract first-rate talent to your company
- Enhance the perceived value of your company
- Establish your company as socially responsible

The book goes into detail on these things, though each term is pretty much self-explanatory.

To conclude, this section merely gives reasons public relations takes a lot of forethought. Otherwise it seems to be a wild race in the dark where the end is nowhere to be found, let alone visible. This book was written with the intention to be used as a manual from time to time to reevaluate PR practices in place and evaluate how some of the new practices from this book that you may have implemented are working.

Principle #1: Sell PR to Key Stakeholders Within Your Company

As the title of this principle suggests, in order to get any sort of PR to be implemented you need to talk to your company's stakeholders to get something started. Some of the key ideas from this chapter are:

- The Importance of Being in Sync:
 - This section stresses the importance of everyone being on the same page and knowing the same goals and anticipated outcomes. This also includes everyone being in sync when it comes to processes and means used to get desired ends. Once everyone is on the same page they can understand why something is being done, and if they do not agree, they can voice it then and there. This creates a sort of consensus, which makes things move more smoothly.
- Embracing the Best Ideas:
 - This notion states that along with creating consensus and being in sync, you can, collectively, brainstorm and put ideas from different areas of the company on the table and select the best idea. This gets everyone thinking and makes the best ideas emerge from the company and the employees. This creates a better rapport within your organization and creates better relationships between key stakeholders. The book quotes another author, stating, "If they are not involved in the process, they are hardly likely to approve the product." It definitely is hard to be passionate about something if there was no involvement or ownership in the first place.
- Sharing Responsibility for Success
 - This also means that there is shared responsibility for failure. The book writes that this makes it easy to come back to the boardroom and say, "this was a collective decision, not just my own". This approach ensures that everyone has the best interests in mind. If everyone is making the decision, it makes it more difficult for someone to undermine the company and its goals.
- Advancing Your Business Objectives:
 - Once consensus is reached, it is easier to ensure that you stay on track and on message once it is time to develop and implement the PR plan.
- Why Companies Skip This Step (Principle #1):
 - This can be for a number of reasons, but at times this whole process is skipped altogether because of a lack of understanding of the importance of PR and that the board and CEO do not care about it. This can also happen as a result of fear of giving up control over the PR plan process, though it is essential to the success of a company and the success of the PR plan, whatever the tactic may be.
- Tips for Obtaining Buy-In:
 - Identify all key stakeholders: it is hard to get consensus if you're talking to the wrong group of people.
 - Obtain advance agreement about the budget.

- Understand their interests.
- Frame your pitch for each specific audience: this means that the CFO might prioritize things and desired results differently than the CEO.
- Take a team approach: this is, after all, a team effort.
- Be open to feedback.
- Update stakeholders at regular intervals.

Note: It is important to update expectations, budgets, etc., as factors change.

Principle #2: Select Your PR Team Wisely: This requires thought and deep understanding of the company and its needs, as it will be specific and will change depending on the type of company and the market, as well as with time. There are some important things to consider when choosing your PR team.

➤ In-House Staff or Outside Agency?

There are a handful of things to consider here when choosing between in-house or outside agency, including some of the pros and cons of each. For example, in-house keeps things congruent, while outside agencies have a greater specialization in the market, but are more costly. Evaluate what your company needs and what sort of attention it will require. Then, you may be able to decide if there is a need for one, the other, or both. The following is a list of steps to take after you have decided how to structure your PR efforts:

- Things to evaluate when looking for your PR team:
 - Your Objectives and Budget
 - Relationship/ Chemistry Factors
 - Experience
 - Passion
 - Capabilities
- After Evaluation, develop a Request for Proposal
- Interview
- After hiring, define payment terms
- Have a kick-off meeting
- Check-in Regularly
- & lastly, be available and accessible

Principle #3: Know Your Target Audiences and How to Reach Them:

This chapter deals with knowing your target audience, how to approach and reach them, as with each different audience, there are specific things to and not to do that could make or break your success.

➤ “Know thy customer”

- This is a vital step towards having any sort of effectiveness, success, or results. Do not waste a good story, pitch, or press release on someone who would not be interested in reading it. In effect you could turn away the company because of a simple mistake such as not finding out

who would be best suited for receiving your story or press release. In order to 'know thy customer', follow these steps:

- Do Your HW
- Know Your Industry Analysts
- Target the Print Media
 - This also involves the online media, as there is a continuing shift from print to online media
- Reach Your Audience Through Broadcast

Principle #4: Leverage Emerging Trends and Technologies:

The Internet is keeping everyone on their toes with trends changing every day. To keep up there has to be constant research, leverage, and understanding of why something becomes a trend, and how to use them to your advantage. With this change in technology and media come a few new concepts and modes of communicating with customers and media:

- Consumer-Generated Media: this change in technology and media also creates a shift in power; now more than ever consumers are the critics, the influencers, and the changers of public perception.
- Search Engine Optimization: Get yourself ranked in those search engine results; otherwise you can be in a world of trouble.
- The World of Blogging: this has also drastically changed the technological world. There are more than 19.5 million active blogs. People certainly have a lot to say, and there are two ways to do so:
 - Create your own blog
 - Contribute to another, already established blog
- Podcasts and Videocasts
- Social Networking Sites: such as LinkedIn, Facebook, MySpace, and many, many more. According to a survey, more than 45% of active web users also use a social networking site.
- Virtual Worlds
- Embracing Social Media Opportunities, which includes:
 - Keeping up with the latest trends and technologies
 - Understanding who's using the medium
 - Keep your business objectives
 - Stick to your promises
 - Anticipate what could go wrong
 - Be upfront about your identity
 - Disclose your company's agenda
 - Fight fairly

Principle #5: Develop a Strategic PR Plan: Creating a strategic PR plan requires steps to be followed, and also requires focus and team effort. In order to devise the best strategic PR plan, there are a few steps that should be followed:

- First, “Rally the Troops”: this ensures that everyone understands the goal, where the plan is desired to go, and what is a desired outcome. This helps the rest of the planning process go a little more smoothly.
- Some characteristics of a successful PR plan:
 - Researched
 - Focused
 - Creative
 - Integrated
 - Holistic
 - Realistic
- Determine the length of time the plan should cover.
- Brainstorm
- Ensure that your plan has vital components, or building blocks. Within each of these building blocks there are key components that would ensure a well put together and thorough PR plan.
 - Situation analysis: This should include information on the industry and the company, and should discuss things such as customer demographics, competitors, and company performance. It should also evaluate things outside of the company, creating a S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) of sorts.
 - Business objectives: As the title suggests, this part of the PR plan should state what the firm hopes to accomplish when the new plan is implemented.
 - Target Audience: This section should list whom you want to reach in order to meet the aforementioned objectives.
 - Communication objectives: This is where you can get specific as to what you would like to communicate to what audience, and what sort of perceptions you would like to create.
 - Key messages: Building on the communication objectives, this is where you can get even more specific and create the key messages you would like to communicate to each of your target audiences.
 - Strategy and tactics: With each strategy, which will ultimately (and hopefully) create the desired outcomes from above, there should be a set of tactics to describe how you will get those results.
 - Budget: Think overall, and think realistically. Also consider what the company can afford and what is feasible. Create a spreadsheet that describes where your time is spent, and how much that time costs.
 - Timeline: Using the strategies you’ve listed in the budget, create a timeline to set goals for yourself and to also keep yourself on track.

- Measurement of success: This is an important aspect of the PR plan and it will help to reinstate the value of the PR plan and will help to create standards of expectations.
- Conclusion: This is the place to leave any final words and to ask execs for feedback.

Principle #6: Craft a Compelling Story: This section goes over the idea of humans loving stories. We talk in stories, we read in stories, we think in stories (according to research), and when we read a great story, our emotions are aroused and we are inherently drawn into the story and the storyteller.

This section seems to stress a few main points, the overall theme being that a story, with all the necessary characters and plot, is needed for a successful PR plan. It also touches on the following ideas:

- The Compelling Nature of Stories
- The Key Elements of a Compelling Story, including:
 - The Protagonist
 - The Antagonist
 - The Cast of Characters
 - The Setting
 - The Plot
 - The Conflict
 - Resolution
- Applying the Other Rules of Narrative
 - Show, Don't Tell
 - Be Selective
 - Make it Interesting
 - Use Analogies
 - Leverage Classic Story Themes
- Benefits of a Compelling Story
 - Describing the Forest, Not Just the Trees: This is important in capturing the reader; when we know more about the story (or, can see the whole forest), it makes for a more interesting story. If we know the beginning and the middle, the end is that more desirable to know.
 - Providing a focused Framework
 - Telling Your Story with Conviction
 - Tailoring Your Story to Your Target Audience

To reiterate, tell the whole story; it will seem more relevant that your company sold 500 units if you tell the world that it was your second month in business. Seeing the whole forest puts things into perspective and engages your audience.

Principle #7: Build Media Relationships for Strategic Advantage:

This section covers the importance of media relationships and how it can give your company the advantage it needs. The section also covers the importance of making wise decisions when putting together a plan of attack. Some other ideas presented in the section are as follows:

- Choosing Your Spokespeople: Here are important things to consider, such as communication, patience, and insight.
- Preparing for the Interview
- Managing the Interview Process: Here are tips for the interview, such as including your PR specialists in the interview, listening for clues, and keeping in mind that 'off the record' may in fact be 'on'.
- Forging Lasting Relationships
- Embargoes and Exclusives: When these can apply.
- Setting Coverage Expectations

Principle #8: Maintain an Open Information Flow: Once a PR plan is implemented is not the time to sit back and relax. This chapter covers some things that need to be done in order to keep that PR plan working and beneficial.

- Anticipating Problems Before They Happen
- The Role of the Executive
- The Role of the PR Team
- The Role of Employees
- Dealing with Disappointing Results
- Preparing for a Crisis, which includes these steps:
 - Be Prompt and Truthful in Your Response
 - Allow Yourself the Time to Gather the Facts

A lot of what is done in a firm when it comes to maintaining an open flow of information requires a timely response, as well as an educated, researched response. There are examples in the chapter that cover some mistakes and some successes of crisis management.

Principle #9: Measure and Merchandize Your Results:

PR is not merely a practice that deserves to have money thrown at it and then never evaluated; to ensure that your PR efforts are paying off there is a need to measure and evaluate. This way the value of your PR plan and PR team and efforts can be seen more easily.

- Five Ways to Measure Your Success
 - Return on Impressions
 - Ad Value Equivalency
 - Return on Media Impact
 - Return on Influencers
 - Share of Voice

- Deciding Which Measurements to Use
- Getting Started
- Budgeting for Measurement
- Merchandising Your Results: remember that this involves knowing your target audience within the organization.

Principle #10: Keep Your PR Program Relevant Over Time: This sections covers the importance of reviewing your work, talking and communicating with your team and company, and ensuring that you are constantly improving your strategies, objective, and tactics.

- The Post Mortem: This is essentially a meeting where you can discuss what went well, and what did not, which leads to the following step:
- Asking the Right Questions
- Tips for Making the Post Mortem a Success
- If You're Not Getting the Expected Results
- Keeping Your PR Acumen Current