



# ***Corporate Communications Internal Communications Crisis Communications***

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## About me

- An international journalist, broadcaster and academic with 35 years of experience on four continents (Australia, Asia, Europe and North America)
- Now lecturing at The University of Queensland
- Former Foreign Correspondent for the Australian Broadcasting Corporation
- Former Senior News Producer for the Canadian Broadcasting Corporation



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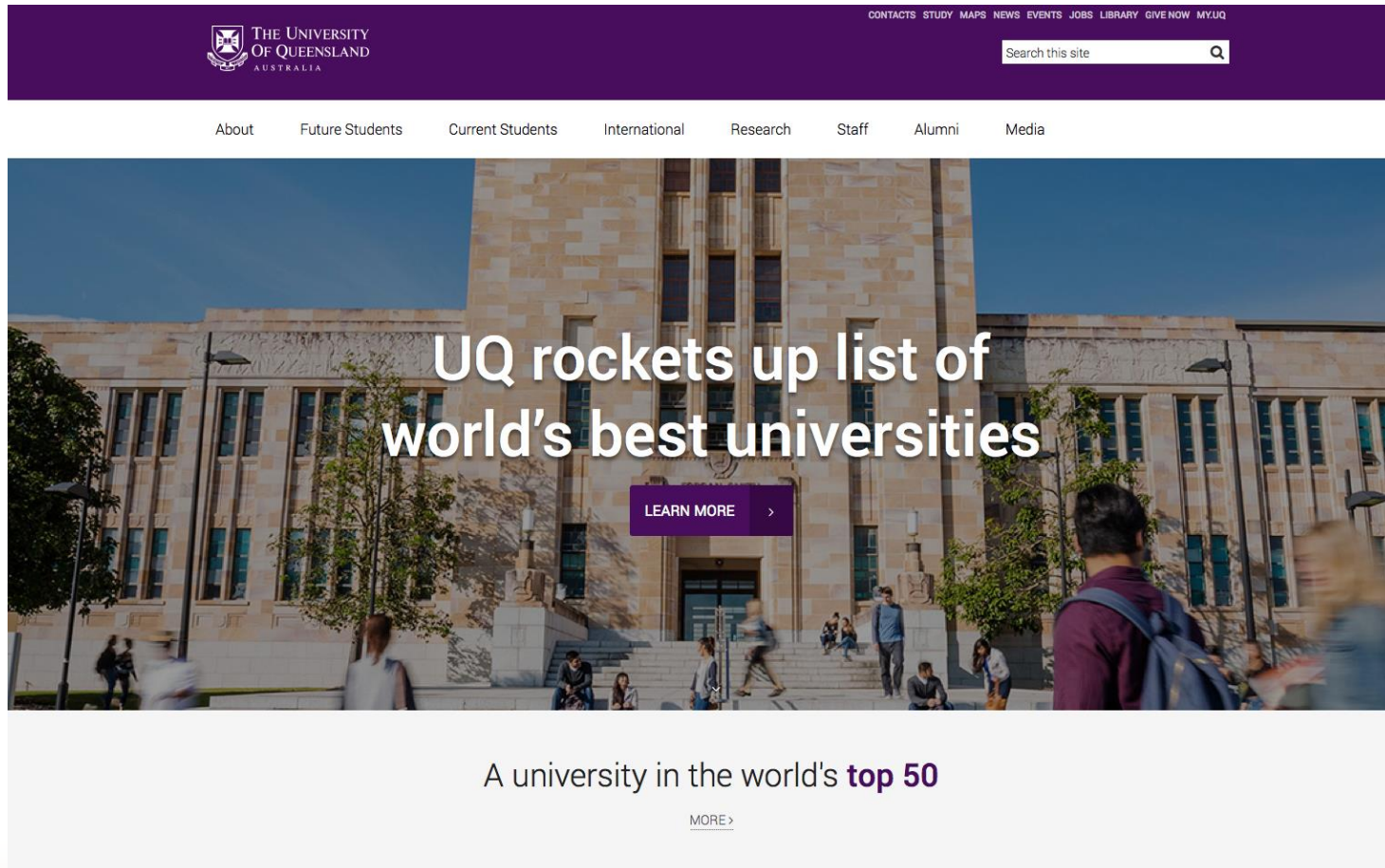
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# COMMUNICATING ABOUT COMMUNICATING

## the topics I'll cover today

- 1) **Media Relations** and why PR practitioners and journalists need each other
- 2) **News values** and how to tap into them for mutual benefit
- 3) How to create a useful **Media Kit** for journalists
- 4) How to train yourself and your colleagues to handle **media interviews**
- 5) Dealing effectively with **Social Media**
- 6) The tasks of Public Relations from **Research through to Strategy and Tactics**
- 7) **Internal communications** and why they matter more than ever
- 8) **Crisis communication** – when things go from bad to worse



## MEDIA RELATIONS

- **55 per cent of news stories** were “driven by some form of public relations – a media release, public relations professional or some form of promotion”, according to a 2010 study by *Crikey* and the Australian Centre for Independent Journalism
- A subsequent study (2013, Forde and Johnston) found that **63 per cent** of stories published by the Australian Associated Press (AAP) were generated from media relations material
- Others have found that **personal interaction**, telephone and email discussions between public relations practitioners and journalists **have a major impact on news outputs** (Reich 2010)



## MEDIA RELATIONS

- **JOURNALISTS and PUBLIC RELATIONS PRACTITIONERS have a symbiotic relationship – we need each other more and more**
- It is the job of the media relations professional to **stay up to date** with trends and available media options
- TV, newspaper, web, radio and magazines cover **every conceivable topic** from lifestyle and literature to money and politics, sport, religion, cars, the environment and so on
- **Blogging** also gives everyone – corporate, politician, layperson or journalist – the opportunity to talk about their issue or event

**A question for you: How do you draw the attention of the News Media in order to reach the public you want to talk to?**





## NEWS VALUES

First, understand their values...

A 2012 study by the Australian public relations company BBS Communications Group found that the journalists interviewed cited the top **three types of stories** as:

- *Quirky, unexpected, unusual stories*
- *Human interest stories*
- *Innovation stories*

The **top three news issues** addressed by news stories were:

- *Elections (local, state, federal, and United States)*
- *Economy (jobs, interest rates, share market, cost of living)*
- *Environment (weather, natural disasters, flood recovery, climate change)*

A question for you: Can you tie your issue or story to one of these “hot buttons”? Give me an example.



## NEWS VALUES

Know their deadlines. News gatherers expect you and your information to be available quickly if they make contact for a statement, interview or comment.

**DAILY PRINT:** in the afternoon, particularly between 3pm and 5pm

**DAILY TELEVISION:** in the afternoon, particularly between 3pm and 6pm

**DAILY RADIO:** in the early morning (6am and 9am) and midday (11-2pm)

**DAILY ONLINE:** spread across the day, with major concentrations at midday and 3pm, and minor concentrations at 8am, 10am, 11am, 2pm and 5pm

A question for you: Are these deadlines the same in Mongolia?



## THE MEDIA KIT

designed to make the journalist's job easier

**Backgrounders** – particularly useful in providing historical or statistical information

**Fact Sheets** – Easy-to-read reference guides; short and to the point

**Feature Articles** – Either written article or feature idea; more relaxed and less formal than news; more holdable and will not date

**Photography and videos** – Available online, through galleries or on request; updated regularly

**Profiles or bios** – Comprehensive background details about an individual or organisation; most recent information comes first



## MEDIA TRAINING

### preparing others for working with the media

- **Never wing it** – plan your answers and try to guess lines of questioning
- **Shape your message** – get out your message while still responding to questions
- **Set goals** – Keep key messages in mind and keep answers to about 25 to 40 seconds each
- **Nothing is off the record** – if you don't know the answer, say so.
- **Watch your body language and keep positive** – smile and use the reporter's name
- **Prepare take-aways** – always plan the points or facts you want the reporter and audience to take away

A question for you: What is the most difficult thing about media interviews?



## SOCIAL MEDIA

### PR practitioners need to keep abreast of social media and technology developments

- Social media facilitate networked dialogue and transactions between individuals and groups
- You cannot control communication exchanges in social media
- A social media community is not the same as target audiences in traditional channels; however it may can be used to reach key target publics and stakeholders
- Active participation is valued but it requires dedicated staff monitoring comments across various platforms and that can be expensive
- Social media continues to evolve and a good practitioner needs to keep abreast of new developments

**A question for you: How has social media had an impact on your PR work?**



## PUBLIC RELATIONS TASKS – *RESEARCH*

**Goal setting and measurement are important**

- Measuring the effect on **OUTCOMES** is preferred to measuring **OUTPUTS**
- The **effect on business results** can and should be measured where possible
- Media measurement requires **quantity and quality**
- **Advertising value equivalencies** are not the value of public relations
- **Social media** can and should be measured
- **Transparency and replicability** are paramount to sound measurement



## WHAT AND WHEN TO RESEARCH

One of the most effective ways of viewing the research process is through **INPUTS, OUTPUTS** and **OUTCOMES**

- **INPUTS** determine what goes into the project or program
  - **a practical roadmap**
- **OUTPUTS** are the actual elements of the program or campaign (e.g. event, newsletter)
  - **consider the appropriateness and quality of the message**
- **OUTCOMES** are the results of those outputs on the target public, audience or stakeholder group
  - **what did the outcomes achieved in terms of a change of awareness, understanding, attitude or behaviour of the target publics?**



# FORMAL RESEARCH METHODS

## *Qualitative and Quantitative*

### **Qualitative methods and techniques**

- In-depth interviews
- Media monitoring
- Organisational culture study
- Pretesting
- Readership studies and statistics on distribution
- Surveys

### **Quantitative methods and techniques**

- Advertising value equivalents
- Audience analysis
- Benchmark studies
- Readability studies
- Recording and analysis of incoming phone calls





## *INFORMAL RESEARCH METHODS*

- Archives
- Case studies
- Diaries
- Electronic databases
- Environmental monitoring
- Expert review
- Interviewing (structured)
- Libraries
- Panel discussions
- Testimonials
- Web analytics



## *ETHICAL CONSIDERATIONS OF RESEARCH*

**Avoid coercion, dishonesty, hurtful manner and manipulation of data**

- Provide **full disclosure** of the research procedure
- Make sure results are **accurately reported** and distributed freely and widely
- Keep respondent information **confidential (or anonymous)** as promised
- **Do not promise** clients and sponsors what cannot be delivered
- **Do no harm**



## STRATEGY AND PLANNING

PR is strategic when it helps formulate organisational goals and balance those goals with stakeholders' needs

### STEPS in Public Relations Strategising

- Research current internal and external conditions and likely future situations based on current trends
- Identify publics and analyse the health of relationships with those publics
- Determine reputational and relationship challenges, opportunities and priorities
- Make informed decisions to set realistic goals
- Choose appropriate overall directions for action towards those goals
- Ensure the strategy is a good fit with perspective, position and publics



# PRINCIPLES AND PROCESSES OF STRATEGY

## The Five P's

**PERSPECTIVE** – a fundamental way of doing business – for example values and norms

**POSITION** – in relation to a market

**PLOY** – a deliberate ‘manoeuvre’ in relation to a competitor

**PLAN** – a specific direction

**PATTERN** – a consistent series of actions



## TACTICS

### Choosing between uncontrolled and controlled communication

**UNCONTROLLED COMMUNICATION** – a media release from a PR practitioner can be edited, rewritten, quoted and reused by journalists in ways unintended by the original author

**CONTROLLED COMMUNICATION** – can be mostly controlled from conception to placement, e.g. websites, brochures, leaflets and advertisements

Tactically, a PR practitioner must decide what will work best to achieve their goal

**A question for you: When would you choose to use an Uncontrolled Communication strategy?**



# INTERNAL COMMUNICATION

Now recognised as integral to organisational success

- **Employees who take pride in their organisation are more likely to promote and defend its reputation**
- **Organisational storytelling** can enhance meaning and relationships within an organisation
- **Face-to-face communication** remains one of the most important internal organisational tactics
- Others include **print** (newsletters, annual reports), **videos** (corporate productions), and **the Internet** (social media, intranets, emails, blogs, forums, wikis, databases, podcasts, web conferences)

A question for you: Who would you consider to be your stakeholders or “publics” when you are engaged in Internal Communication?



# CRISIS COMMUNICATION & ISSUES MANAGEMENT

## No organisation is immune from a crisis

- **PREVENTION** – is about issues management; identifying, monitoring and resolving issues within the internal and external corporate environment before they develop into a crisis
- **PREPARATION** – is about developing a cohesive management team to deal with the crisis across the organisation; it's also about preparing for the worst-case scenario with agreed roles, procedures and responsibilities
- **RESPONSE** – involves rapidly disseminating factual information to internal and external stakeholders across multiple platforms; leadership must be visible and built on empathy, trust and collaboration
- **RECOVERY** – requires taking stock of what has happened and learning from the experience



# YOUR QUESTIONS?





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