

## CHAPTER I: GETTING STARTED

### *Summary*

- Step 1: Define the terms
- Step 2: Set up a system to collect and track information
- Step 3: Win the R.A.C.E.
- Introduction to award-winning Case Studies

#### STEP 1: DEFINE THE TERMS

It is important to understand marketing terms and processes before you begin to create a strategy and program for your organization.

#### **Marketing Communications**

- Marketing Communications combines elements of marketing (selling an organization) with public relations (educating key audiences).

#### **Public Relations**

- The management function which provides the leadership and expertise to evaluate public attitudes; identifies the policies and procedures of an individual or organization with the public interest; and plans and executes a program of action to earn public understanding and acceptance (CPRS definition).
- Ongoing activities that ensure an organization has a strong public image.
- Communicating the right message to the right audience through the right media at the right time.
- Public relations is both an art and a science, which involves being aware of your audiences and planning policies and actions that serve the interests of both the organization and the public.

### **Media relations**

- Media relations involves understanding the needs of the media. The process includes meeting media deadlines; making your publicity materials newsworthy; communicating with the media proactively and in a crisis; and maintaining good relationships with reporters, editors and producers.

### **Publicity**

- Known as “third party endorsement.” Publicity is considered to have more credibility than advertising, since an objective third-party is sanctioning your organization and providing editorial coverage.
- Publicity is information supplied to a news medium without cost. The decision to use the information and the final form are controlled by the medium.

### **Advertising**

- Advertising is time or space purchased by an advertiser to deliver a message that has been created by them.

### **Advertorial**

- Combines elements of advertising and editorial within the same publication or segment.

### **Sales Promotion**

- The tools used by an organization to promote programs, services and events, such as point-of-purchase materials, direct mail campaigns and contests.

## STEP 2: SET UP A SYSTEM TO COLLECT AND TRACK INFORMATION

Organize the information you need for your Marketing Communications program in a filing cabinet or on a desk, using separate folders with the following headings:

- Backgrounder – A one-page history of your organization, an event or a staff member, written in paragraph format.
- Brochures – Samples of your current and recent brochures.
- Business cards – Your most recent business card.
- Clippings from media -Any articles that have been written about your organization over the past two years.
- Community events – Events within your community in which you could participate, either as a speaker or with a booth.
- Fact Sheet – A one-page overview of your organization, written in point form. You can also develop separate Fact Sheets for different programs, services and events.
- Industry news – Problems, trends and issues within your sector. Stay informed by collecting articles on an on-going basis.
- Media Database – The names, titles, media outlets, telephone numbers, e-mail addresses, websites and fax numbers of media representatives and outlets that cater to your key audiences.
- Media Kit folder – A two-pocketed folder used to send information to the media. The folder can have your logo on the front.
- Media Releases – Also called News Releases. Sent to the media, by e-mail, mail or fax, to announce a special event or other important news.
- Networking opportunities – Any events, organizations or groups that offer opportunities for you to meet and talk to potential clients, donors, sponsors and volunteers. Can include associations and business groups.

- Online Media Room – A location on your website designed exclusively for the media, with an icon on your Home Page. Also known as an Internet Media Room, Press Room or News Room.
- Photography Archive – Photographs related to your organization and its events and staff. Send to the media and offer the photographs to be downloaded from your Online Media Room.
- Promotional ideas – Ideas that you feel would interest specific media and encourage them to do a photo, story or segment on your organization.
- Public speaking – Organizations and groups that offer opportunities for representatives from your organization to speak to key audiences. These include business groups, religious groups, multicultural groups and women's groups.
- Published writing – Articles written by someone within your organization for a print or online publication, website or blog.
- Questions for media interviews – A list of questions people ask about your organization. These can be used to create Key Messages, to correct misconceptions and to provide to media before interviews.
- Social networking media sites – Locations on the Internet to visit and submit articles and photos. These include blogs, Facebook, Twitter, LinkedIn and Flickr.
- Story ideas – Ideas related to your organization that can be tied in with current problems, trends, issues and profiles. Each story idea should be 3 to 4 sentences, to give a flavour for the article you are pitching.
- Testimonials – Stories from clients, sponsors and volunteers that demonstrate what your organization has meant to them. Ask clients to tell you how their situation has changed since working with your organization. You can use these on your website, in brochures and newsletters, and in publicity campaigns.

- Training opportunities – Marketing and media relations courses and workshops designed for non-profits. Can be web-based training opportunities or held at a facility.
- Trade and consumer shows – Shows that you can attend as a visitor, become an exhibitor and/or participate as a speaker.
- Writing opportunities – Publications, websites and blogs looking for articles, columns, or copy related to your organization or sector.

### STEP 3: WIN THE R.A.C.E.

In their well-known book, *Effective Public Relations* (Englewood, New Jersey: Prentice Hall, 1952), Scott M. Cutlip and Alan H. Centeras outlined a four-phase approach – known by its acronym, R.A.C.E. It is still used today as the basis for the marketing and media relations process. By following these steps, you can identify issues, solve problems and achieve tangible results for your organization.

In Chapters 2-16, we'll examine the different phases of the R.A.C.E. formula in detail.

Here is a summary of the four phases:

#### **Phase 1: Research: Where are you now?**

This is the fact-finding stage and your goal is to understand and describe your organization. Listen to your key audiences and take an objective look at your organization. Examine the trouble spots, problems, issues and potential crises.

During the Research Phase, your goals are to:

- Review research sources, such as studies and polls.
- Conduct employee and client research.
- Identify and describe all of your “publics” and assess the importance of each.

- Analyze your competitors and look at their past and current advertising, publicity, promotional materials and events.
- Organize a media audit to review past editorial coverage and advertising.

**Phase 2: Analyze: Where are you going?**

Using the research data collected in Phase 1, this step includes a number of activities:

- Assess potential partners.
- Understand your organization's reputation with your key audiences.
- Develop short-term and long-term objectives, as well as a program to measure results.
- Determine your strategies, design your Key Messages, and develop tools to deliver these to your key audiences.
- Create a one-year Marketing Communications strategy and program.
- Develop a preliminary budget and a critical path/timetable, with assigned responsibilities.

**Phase 3: Communicate: How will you get there?**

This is the execution phase of your Marketing Communications plan and provides the chance to create a customized Marketing Toolkit.

**Phase 4: Evaluate: How did you do?**

Measure and evaluate your program and make adjustments as required. Specific elements of the evaluation phase will depend on the type of program involved, but typically include the following elements:

- Collect and track information.
- Conduct research with your key internal and external audiences.
- Assess the effectiveness of your tools and tactics.

- Evaluate the program against stated, written goals and objectives.
- Document your promotional materials, analyze media coverage and content, and prepare a written report.
- Arrange meetings with key staff and Board Members to review your Marketing Communications program and assess the results.
- Plan for the future.
- Return to Phase 1, to begin the Research Phase of the next R.A.C.E. cycle.

#### STEP 4: INTRODUCTION TO CASE STUDIES

We have included three award-winning, non-profit Case Studies in the Appendix to demonstrate how the R.A.C.E. formula has been successfully implemented by non-profits.

#### 1. SPECIAL EVENT:

##### IABC 2007 Gold Quill Awards

<b><i>Entrant's Names:</i></b>	<b><i>Daniel Tisch, APR; Karen Passmore, Senior Consultant</i></b>
<b><i>Title of Entry:</i></b>	<b><i>Use Your Voice to Prevent Child Abuse</i></b>
<b><i>Division:</i></b>	<b><i>1) Communications Management</i></b>
<b><i>Category:</i></b>	<b><i>14) Economic, Social &amp; Environmental Development</i></b>
<b><i>Organization:</i></b>	<b><i>Argyle Communications</i></b>
<b><i>Client Organization:</i></b>	<b><i>Ontario Association of Children's Aid Societies</i></b>
<b><i>Time Period of Project:</i></b>	<b><i>August - October 2006</i></b>

## 2. CRISIS COMMUNICATIONS

### CPRS AWARD OF EXCELLENCE

<b><i>Peanuts: Friend or Foe? Food allergy education for the Peanut Bureau of Canada</i></b>	
<b><i>Entrant's Name:</i></b>	<b><i>Argyle Communications</i></b>
<b><i>Client Organization:</i></b>	<b><i>Peanut Bureau of Canada</i></b>
<b><i>Category:</i></b>	<b><i>Communications Program 1) External Communications 2) Issues/Crisis Management</i></b>
<b><i>Entry Title:</i></b>	<b><i>Peanuts: Friend or Foe? Food allergy education for the Peanut Bureau of Canada</i></b>
<b><i>Project Timeline:</i></b>	<b><i>September 2006 - December 2007</i></b>
<b><i>Team members:</i></b>	<b><i>Alison George (lead), Janet Galway, Stephanie Scutella, Daniel Tisch APR</i></b>

## 3. COMMUNICATION CREATIVE

### 2009 IABC/Toronto OVATION Award of Excellence

#### Communication Creative, Publication Design

<b><i>Title of Entry:</i></b>	<b><i>The Children's Wish Foundation of Canada Annual Report 07 - 08</i></b>
<b><i>Entrant's Name:</i></b>	<b><i>George James</i></b>
<b><i>Entrant's Organization:</i></b>	<b><i>The Children's Wish Foundation of Canada</i></b>
<b><i>Time Period of Project:</i></b>	<b><i>March - June 2008</i></b>