1

Introduction to Integrated Campaigns

THINK AHEAD

1.1 Identify the need for new models of public relations planning.

1.2 Describe the six steps of the ROSTIR public relations planning model when developing an integrated campaign.

1.3 Discuss the different ways ROSTIR contributes to an organization’s overall public relations efforts.

There are moments in the life cycle of an organization when public relations (PR) efforts may signal the difference between the success and failure of a brand. Our approach to planning begins with the premise that, while there are many valid choices that public relations practitioners can make over the course of a campaign, not all are created equal. How can we craft objectives and select strategies and tactics that serve as the foundation for successful, ethical campaigns and respected organizations? Our industry has long suffered mixed perceptions regarding the role of public relations professionals. We have been called “PR flacks” and “spin doctors,” and have battled mightily in defense of our expertise, budgets, and professional worth. By using a research-first approach and addressing challenges, failures, corrections, and revisions incorporating real-world, integrated campaign situations, students will be provided the necessary tools to make more thoughtful and informed choices as practitioners.
A recent study by Marlene Neill and Erin Schuster highlighted that historical competencies required to be successful within public relations, including writing and presentation skills, remain a foundation within the profession; however, additional proficiencies are now necessary. Newly created roles in today’s workforce including content amplification of earned media, native advertising, online community management, programmatic buying, social listening, and social media analytics are contributing to the rapidly expanding vocabulary for those teaching and learning about the profession of public relations. At present, a gap exists in public relations education as a result of the evolution that our field has experienced over the past ten years, particularly the impact of social media on the profession. This book identifies two new models supporting successful integrated campaign planning and execution and also highlights methods that today’s practitioners use to plan, execute, and measure their public relations campaigns.

Emerging Models

The process of conducting effective public relations is grounded in sound methodologies for solving problems and robust planning. The role that research plays to fully understand a situation and set communication goals; the identification of clear, measurable objectives; the execution of the campaign itself; and the evaluation and reporting of the campaign’s success are all critical elements to consider as a practitioner. Within this text, we will explore a new evolution of this process using the ROSTIR (Research/Diagnosis, Objectives, Strategy, Tactics, Implementation, and Reporting/Evaluation) model. This emerging model emphasizes those steps critical to the development of successful campaigns in today’s rapidly changing public relations landscape, including the incorporation of PESO’s (paid, earned, shared, and owned media) wide variety of related tactical elements. In fact, these two models reflect work practiced on a daily basis in public relations agencies around the globe. As a result of the integration of many public relations, marketing, and advertising functions within organizations, new models need to be adopted that prepare the next generation of professionals.

**PRo Tip**

**INTEGRATING CAMPAIGNS**

The most effective campaigns are integrated from the start; researched and planned so that all available strategies, channels, and tactics are considered and coordinated.
ROSTIR stands for Research/Diagnosis, Objectives, Strategies, Tactics, Implementation, and Reporting/Evaluation. As we explore in subsequent chapters, this model appropriately reflects the needs of today’s practitioners. While the traditional models of public relations including R.A.C.E (Research, Action, Communication, Evaluation) and R.O.P.E (Research, Objectives, Communication, Evaluation) certainly apply, the industry has experienced a clear shift toward approaches that not only position a company as a strategic leader in its respective industry but also as a genuine, authentic, and progressive company desiring to connect with its audience.

The value of any model is in its ability to help enrich our understanding of how an industry or function is practiced. In the world of public relations, traditional models can only take the task of planning so far. Plans should be reviewed and revised on a regular basis, leveraging research at every stage, not merely during the initial planning phase as depicted in R.A.C.E and R.O.P.E.
### STAGE ACTIONS

#### Research and Diagnosis
- **Perform Developmental Research**: Conduct secondary and primary research to better understand the organization and its environment.
- **Diagnose Challenges and Opportunities**: Define the problems or possibilities for the organization.
- **Set Communication Goals**: Connect organization-wide goals to communication or public relations goals to define the impact role for communication and set the scope of the campaign.
- **Target Key Audiences and Stakeholders**: Research, select, and prioritize audiences, publics, and stakeholders.

#### Objectives
- **Set S.M.A.R.T. Communication Objectives**
  - **Specific**: Focus on the situational communication problem or opportunity at hand for a particular public.
  - **Measurable**: Define success through output, outtake, and (preferably) outcome metrics.
  - **Attainable**: Make objectives realistically achievable within budgetary, time, and competitive constraints.
  - **Relevant**: Support and prioritize an organization’s mission and goals.
  - **Time-Bound**: Create a clear timetable for execution and measurement.

#### Strategies
- **Leverage Organizational Strengths**: Strategies should reflect the unique internal and external organizational environment to place the campaign in the best-possible light.
- **Complimentary Channel Selection**: Support objectives through complementary channel approaches reflecting different audiences, implementation stages, or message components.

#### Tactics
- **Craft Effective Messaging**: Create memorable campaign-wide and audience-specific messages supported by research.
- **Define a Campaign’s PESO Approaches**: The tactical mix should reflect audience(s)/publics, timeline, budget, messaging, and team expertise.
  - **Paid Media**
  - **Earned Media**
  - **Shared Media**
  - **Owned Media**
  - **Converged Media**

#### Implementation
- **Project Management**: Define the budget, timelines, and workflow processes needed to execute the campaign.
- **Implementing the Plan**: Demonstrate persistence, perseverance, and flexibility in communicating with stakeholders.
- **Continuous Improvement**
  - **Self-awareness and Self-evaluation**: Create space for reflection and to regularly adjust personal processes in outreach efforts.
  - **Refinement Research**: Track metrics and responses to outreach and messages to see which strategies and tactics are most effective.
  - **Embrace Change**: Rather than executing a plan exactly as written, practitioners should regularly examine the lessons learned throughout a campaign and adjust accordingly.
Public relations should be considered a strategic management function, adding value to organizations through the continual assessment of the organizational environment and then adjusting communication strategies and tactics accordingly. It is important to note that many of the best public relations campaigns are rarely ever finished. Real-world campaigns are judged on impact, actions that consumers take, and awareness with regard to a brand, product, event, or even an individual. When planning and executing a PR plan, organizational leaders are interested to see that their audience is connecting, purchasing, attending, sharing, and engaging with them. Campaigns are not only about creating a perfect plan, rather, they are also about connecting the targeted audience(s) with the correct message(s) at a specific time in order to drive action/change. In truth,
FIGURE 1.2
The PESO Model

- Broadcast: Radio & TV
- Outdoor
- Print: Magazines & Newspapers

- Digital Display
- Digital Video
- Native Advertising
- Paid Search/Search Engine Marketing (SEM)
- Social Media Advertising

- Community Event Partnerships
- Tradeshows
- Sponsorships

- Brochures
- Logo Items
- Posters
- Signs
- Trade Show Booths

- Apps
- Corporate Video
- Infographics

- Digital
- Event Participation
- Advertising/Traditional

- Hosted Events
- Traditional Collateral

- Website
- Digital Collateral
- Publications

- Case Studies
- Webinars
- Whitepapers

- Media Relations
- Advertorial Content
- Search Engine Optimization (SEO)

- Influencer Relationships
- Sharing Earned Media Coverage

- Networking
- Social Media Channels

- Facebook
- Instagram
- LinkedIn
- Pinterest
- Twitter
- Snapchat

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C-suite (Chief Executive Officer, Chief Marketing Officer, Chief Operating Officer, etc.) leaders are generally less interested in the approach or tactics (media relations, marketing, or social media) used in developing a successful plan and more interested in the results. This is why it is critically important to understand the appropriate tools to implement at the right time. At the end of the day, good public relations models incorporate the development of solid strategic communication targets with aptly defined goals and objectives, tied to a clear organizational purpose.

The process of appropriately planning a campaign requires a practitioner to anticipate challenges, ensure that audiences are clearly defined, identify objectives, and prioritize resources efficiently in order to work best with each stakeholder. The practice of public relations should take on an integrated approach. When we commit to our audience, mission, and goals, we ensure that the best resources are being allocated to our campaign efforts. Let’s face it, not every challenge or opportunity will be solved in the same way. Tactics may change over time, but the underlying rules of effective communication will remain the same.

CONCLUSION

When considered together, the ROSTIR and PESO models create a framework for public relations practitioners to plan effectively and use all of the resources at their disposal to create winning campaigns. ROSTIR helps practitioners to execute each critical step within the campaign planning and implementation process. PESO reminds us of the wide variety and complimentary value in a diverse array of channels and tactics for outreach. The rest of this book will provide an in-depth review of both of these frameworks and the tools for practitioners to implement them with organizations large and small.

THINK CRITICALLY

1. Can you identify which communication and media trends are transforming the public relations industry? In which ways are they most impactful?
2. In what ways has PESO influenced the way in which public relations strategies and tactics are formed?
3. How does ROSTIR build an organization’s strategic plan implementation? Give specific examples.
4. What is the importance of developing a clear set of outcomes for strategic campaigns?

KEY TERMS

Advertising 15  
Diffusion theory 24  
Online community management 15
C-Suite 20  
Marketing 15  
PESO 15
Content amplification 15  
Native advertising 15

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As discussed in this chapter, effective integrated public relations and marketing campaigns take considerable planning. Equality Today has just received its most momentous victory to date. Let’s decide what to do next.

It is June 26, 2015. The Supreme Court has just announced its decision in Obergefell v. Hodges, legalizing same-sex marriage across the United States. The decision is felt deeply nationwide, but you have a particularly important connection: You’re the public relations manager for Equality Today, an LGBTQ advocacy organization whose mission is to achieve equal rights for those across the spectrums of gender and sexual orientation in their family, professional, and civic lives.

The five-year-old organization is funded by a variety of foundations and individual donors, its advocacy efforts focus on mobilizing college students and recent graduates to take action supporting causes they believe in. It is a day of celebration for your organization, but also a clear moment of decision. The greatest victory in the movement’s history has just been won, but it is unclear what comes next. For an organization supporting advocacy and seeking concrete public policy victories, respond to the following:

- Describe the role public relations should play in the organizational decision-making process.
- Consider how the ROSTIR planning model informs the creation of a strategic public relations campaign.
- Identify the goals that are most feasible and the strategies that best support such efforts.
- Construct action items using the PESO framework: What channels should this type of organization be using?
- Assess the role of leadership, internal stakeholders (such as employees and donors), and external stakeholders (such as community members and funders) in developing and executing these priorities.
- What external obstacles might stand in the way of Equality Today achieving its communication goals?
busy and needs convenient ways to put her own creative stamp on the food that she makes for her friends and family.

This audience insight was the basis for a communications strategy that highlighted how easy Krusteaz makes it to bake holiday foods and treats. Krusteaz mixes offered consumers like Kim infinite possibilities to create unique treats by simply adding a few extra ingredients like nuts and shredded coconut. Call it “speed-scratch.”

Continental Mills, the parent company for Krusteaz, along with 360 Public Relations, turned to online video for their delivery mechanisms. As of 2017, more than 1 billion hours of YouTube are viewed each day, and consumers’ hunger for how-to videos was cited as a key driver of online video viewing. They also tapped into the do-it-yourself (DIY) trend of homemade food gifts. A review of traditional media, social searches, and Google Trends data showed that DIY gifts, and especially food gifts, had been growing in popularity.

Finally, Continental Mills and 360 Public Relations identified the second Saturday of December as the busiest of holiday baking days, according to research from Allrecipes.com.

Objectives
The “Seize the Holidays with Krusteaz” webcast baked a tasty brand story and delicious results during the brand’s most important sales season of the year. Campaign objectives included the following:

- Drive traffic to Krusteaz.com so consumers could learn about the range of Krusteaz mixes and where to buy them.
- Increase brand conversation that establishes Krusteaz as a holiday baking resource.
- Acquire new fans, and increase engagement on the brand’s social channels with emphasis on Twitter, Facebook, and Pinterest.

Strategy
Based on the brand objectives and insights from brand and agency research, 360 Public Relations devised a strategy to host a live Krusteaz holiday baking webcast that would, in turn, generate earned media attention, influencer engagement, and consumer engagement.

The recipe for success was one-part video and one-part speed-scratch recipes, specifically timed to reach consumers surrounding the busiest baking day of the year. The firm, 360 Public Relations, identified popular cookbook author, Weelicious blog founder, and mom of two, Catherine McCord, to host the Krusteaz holiday baking webcast. Catherine’s passion for baking and strong social media presence helped bring the Krusteaz brand to the forefront. Catherine’s pre-event social media and online activities included a cocurated holiday board with Krusteaz on Pinterest and tweets and Facebook posts about the baking webcast that were instrumental in driving other influential food bloggers to participate in and share the webcast.

Tactics
- Two-hour webcast with baking tips, recipes, and gift giving ideas
- Video vignettes available through Krusteaz.com
- Cross promotion on Catherine’s YouTube channel Weelicious
- Bloggers invited to cover the virtual event
- Seize the Holidays Baking Kit sent to 50 top-tier bloggers
The Seize the Holidays campaign exemplified earned media through the bloggers who were involved with the campaign. The support and engagement that this campaign received from the hundreds of bloggers, including fifty who were sent supplies for the baking day, demonstrated earned media through their interactions with the campaign and during the virtual event.\textsuperscript{5,6}

Social media played a large role in this campaign as well, highlighting the impact of shared media on the campaign. With one of the objectives being to increase the interactions and engagements on Twitter, Facebook, and Pinterest, many of the tactics used drove consumers and the target audience to these platforms. As recipes were posted, audience members were able to interact with the brand and with like-minded individuals supporting the Krusteaz campaign through various social media platforms. These interactions played a crucial role in meeting the objectives presented at the beginning of the campaign.\textsuperscript{7} For example, Catherine McCord, the host of the online baking event, posted a video to her personal YouTube page that showed her participating in the campaign.

This video ultimately ended up gaining more than 10,000 views, providing the campaign with a valuable earned media opportunity to reach more consumers.\textsuperscript{8}

**Owned Media**

Owned media was the foundation for the virtual baking event during the Seize the Holidays campaign. Audience members created their own recipes and shared them on numerous social media platforms, using the event-related hashtags. This created a great deal of user-generated content, helping drive the overall success of the campaign.\textsuperscript{9}

**Implementation**

Catherine’s kitchen provided an authentic, relatable backdrop for the two-hour webcast, which incorporated baking tips, demos of five recipes using Krusteaz mixes, holiday gifting ideas made from homemade goods, and tips for getting kids involved in the kitchen. The topics resonated with the engaged viewers, who especially enjoyed being able to ask their baking, gifting, and entertaining questions in real time.

After the event, the entire webcast was edited into several video vignettes and made available to consumers visiting Krusteaz.com. Additionally, Catherine posted an excerpt of the video to her Weelicious YouTube page, which received more than ten thousand views in less than 48 hours.

**Reporting/Evaluating**

Staff members from 360PR vetted and invited several hundred bloggers to attend the virtual event, and over 200 influencers tuned in to the December 14 webcast, not only watching from home but also sharing the information with their social media friends. Representatives from 360PR staffed the Krusteaz Facebook and Twitter sites to further engage the web-based audience and spread the message via photos, webcast commentary, and Krusteaz giveaways. The fifty blogger hosts also helped drive the online conversation.

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**PESO Channels Used**

**Earned Media**

**Shared Media**

**Owned Media**

**Paid Media**

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The “Seize the Holidays with Krusteaz” Virtual Baking event gave the brand reason to celebrate, serving up sweet results:

- Drive traffic to Krusteaz.com: The webcast drove a 60 percent year-over-year increase in visits to Krusteaz.com, with one in ten website visitors clicking through to the Krusteaz retail locator showing intent to purchase and learning where to buy Krusteaz mixes. In December, thirty-six earned media and blog placements were among the top-fifty referrers to Krusteaz.com; 96 percent of participating bloggers linked to Krusteaz.com or Krusteaz.com/Holidays; the spokesperson’s blog, Weelicious, was a top-five referrer to Krusteaz.com in December. (Source: Google Analytics)

- Use the webcast as a news-making and conversation-driving event that establishes Krusteaz as a holiday baking resource: The webcast drove a 320 percent increase in online brand conversation compared to the previous month; conversation was centered on the December 14 baking event and the content that showcased Krusteaz as a resource to home bakers. #KrusteazHolidays became a trending topic on Twitter. The webcast also drove more than seventy-five pieces of earned media coverage and 200 million earned and social media impressions. (Sources: Radian6, Compete, and Cision)

- Acquire new fans and increase engagement on the brand’s social media channels (Facebook, Twitter, and Pinterest): Fan acquisition on the Krusteaz Pinterest account increased 71 percent and 55 percent on Twitter. On Facebook, traffic on the day of the webcast rose by 98 percent compared to the previous Saturday. Influence from the group of bloggers spanned further than just their blogs with more than 450 posts on Twitter for 14 million impressions (#KrusteazHolidays was a “trending topic”) and more than half sharing on Facebook (over 300 thousand impressions). (Sources: Facebook Insights, Sprout Social, and analysis by 360PR’s Research & Analytics Specialist)

Theories

Diffusion theory is typically concerned with the spread of messages that are perceived as new ideas. By creating a virtual baking event, Krusteaz and 360PR gained enough momentum to increase traffic to the Krusteaz website and make consumers more aware of the multitude of options of baking mixes available from Krusteaz and to establish Krusteaz as a baking resource to consumers, specifically during the holiday season.

Models

Additionally, a two-way symmetrical model of communication was also used in this campaign. This model presents a balanced, strategic, and informed approach to public relations. Organizations and their publics adjust to each other and attempt to achieve mutual understanding using direct, two-way communication, not persuasion. The use of social media channels, specifically Twitter, Facebook, and Pinterest, increased engagement with the Krusteaz target audiences.