

Contents

<i>Preface</i>	xi
1. <i>A network of human relations</i>	1
The need for businesses to communicate	2
Communicate – with whom?	2
Communications – a two-way process	4
Pollution – and a solution	5
For a reason . . .	6
For a change . . .	6
Managing change – and managing for change	7
Communications by objectives – or by mechanics?	7
The personality of a company	8
Business is people	9
Part I The primary contact areas	15
2. <i>'It's all in the family': Staff communications</i>	17
What is the purpose?	18
Who are the employees?	18
Who are the key groups?	19
What are the specific goals of a staff communications system?	24
What are the methods available?	26
How to budget your staff communications programme	28
3. <i>'Whose is it, anyway?': Communicating with shareholders and financial groups</i>	31
What is the purpose?	32
Which are the key groups?	33
What are the specific goals of a financial communications programme?	40

Contents

What methods are available?	44
How to budget for tangible results	50
4. <i>'There goes the neighbourhood!': Communicating with the local community</i>	53
What is the purpose?	54
Who are the key groups?	55
What are the specific goals?	59
What methods are available?	61
How to budget for tangible results	65
5. <i>'Here, there, everywhere': Government relations</i>	67
What is the purpose?	68
Who are the key groups?	69
What are the specific goals?	75
What methods are available?	78
How to budget for tangible results	83
6. <i>'I know, teacher!': Communicating with the educational world</i>	85
What is the purpose?	86
Who are the key groups?	87
What are the specific goals?	90
What methods are available?	92
How to budget for tangible results	98
7. <i>'Where the buck starts': Market communications</i>	101
Old and new needs	102
What is the purpose?	103
Who are the key groups?	104
What are the specific goals?	107
What methods are available for the company to learn more?	108
What methods are available to get your message across?	112
How to budget for tangible results	119
Worksheet 7.1: The buying process	122
Worksheet 7.2: Personal–non-personal communications	124
8. <i>'Broadside': Communications across the board</i>	129
The tests of mastership	130
The identity of a company – a strategic issue	130
Big business events	138

Contents

Special events	153
Emergencies	157
Temporary action groups	160
What methods are available	163
How to budget	164
Part II Communication channels and methods	169
9. <i>'Gutenberg – and then?': The printed media</i>	171
What is so special about printed matter?	172
Planning printed matter – working backwards	173
And now for the creative work	179
How to budget printed matter for tangible results	185
10. <i>'Editor!': Editorial work as a communications method</i>	187
A multifaceted method	188
Three main forms	189
Evaluating editorial work	202
Budgeting editorial work	207
11. <i>'Let's put an ad in!': Media advertising</i>	211
Media advertising – a communications tool	212
Serving many contact areas	212
Characteristics of media advertising in business communications	213
The Wheel of Fortune – a continuous planning cycle	216
Send in the coupon!	231
The story of Bill and Bob	235
Worksheet 11.1: The advertising efficiency score card	237
12. <i>'The direct approach': Direct mail and similar methods</i>	239
Is 'direct mail' a good term?	240
What's so special about direct mail?	242
A communications method for many purposes	244
The backbone of the direct mail system – the mailing lists	255
The creative touch – the life and breath of your direct mail programme	258
Direct mail – the communications method with built-in research	264
New technologies in direct mail	268

Contents

13.	<i>'Is one picture worth a thousand words?': Visual and audiovisual communications methods</i>	271
	<i>'In the beginning was the picture'</i>	272
	<i>Why the question mark?</i>	272
	<i>Pictures with a purpose</i>	272
	<i>When the picture is part of the show</i>	273
	<i>When the picture is the show</i>	274
	<i>Commissioning and managing film and video projects</i>	277
	<i>The photo/artwork file – garbage dump or treasure chest?</i>	281
	<i>An example of a photo filing/retrieval system</i>	284
	<i>Budgeting visual communications</i>	287
	<i>Evaluating the results of visual communications</i>	288
14.	<i>'Show and tell!': Exhibitions, fairs and shows</i>	289
	<i>More than trade shows</i>	290
	<i>'What's so special about exhibitions?'</i>	291
	<i>Defining the objectives</i>	292
	<i>Staffing</i>	297
	<i>Location, space and design</i>	299
	<i>Budgeting</i>	301
	<i>Evaluation, follow-up</i>	304
	<i>An exercise in exhibition mathematics</i>	307
	<i>Worksheet 14.1: Should we participate?</i>	312
	<i>Worksheet 14.2: How did it work?</i>	314
15.	<i>'Face-to-face': Meetings, conferences, speeches</i>	317
	<i>'Face-to-face' is something special!</i>	318
	<i>Facing your contact groups</i>	319
	<i>A planned communication process</i>	327
	<i>Evaluation of face-to-face communications</i>	332
16.	<i>'The synergy of an orchestra': Combining the instruments</i>	333
	<i>The medium and the message</i>	334
	<i>'Reach' and 'time' as factors in media selection</i>	334
	<i>Separate but equal</i>	336
	<i>United we stand</i>	337
	<i>Budgeting and evaluating media performance</i>	342

Part III Measuring communications results	345
17. <i>'It can't be done': But it must</i>	347
<i>'If you don't know where you're going . . .'</i>	348
Can communications results be measured?	348
How to define communications objectives	349
How to evaluate the main components	355
How to analyse media	364
How to use formal research	371
And now – what about 'the missing factor'?	376
Part IV Organizing the communications function	379
18. <i>'Structure out of chaos'</i>	381
Communication – a management tool	382
The semantic mess	382
'Identity' and 'image' – the strategic role of communications	383
Organizing operations for responsibility and accountability	384
Organization by contact areas	385
Organization by communications methods	386
'How does it look in practice?'	387
Communications and corporate management	388
Communications and other management functions	391
The communications department and outside agencies and consultants	392
The communications department as an in-house agency	394
Coordinating international operations	398
<i>Postscript: Let's get going!</i>	405
<i>Checklists</i>	407
<i>Additional reading</i>	410
<i>Index</i>	413