

INDIANA CHAMBER
THE NEW NORMAL

DRIVING BOTTOM LINE
GROWTH
WITH PUBLIC RELATIONS

What Business Experienced in the “Great Recession”

Downsizing forced change in business models

Once-solid reputations torpedoed when companies failed to act and communicate

Liquidity/cash flow issues forced many companies to change the way they did business



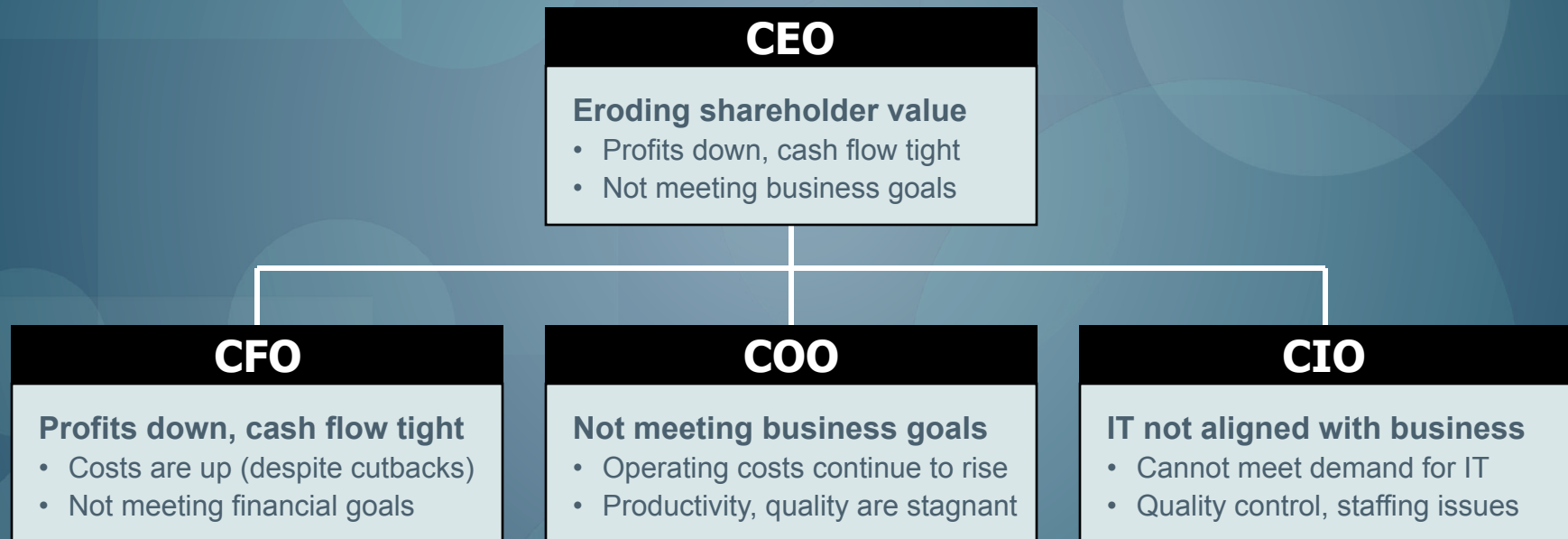
Key Drivers of the New Normal

- New tendency toward risk aversion
- Higher emphasis on ROI, performance metrics, accountability
- Hiring slow – contract labor preferred
- Do more with less – including employees
- Focus on productivity gains
- Consumers – less consumption of discretionary products, higher savings rates

“New Normal” Behavior Not Bad, Just Different

- New operating considerations:
 - If still operating on a value proposition developed before the 4Q2008, you’re in for a shock
 - Corporate executives must be transparent and accountable (social media-digital voice)
 - Top talent/workforce intolerant, highly mobile
 - Reputation and brand likely need repairing

New Normal Pain Chain in post “Great Recession”



Professional Public Relations

- Repairing brand damage from Great Recession and restoring reputation by re-developing trust/respect
- Delivering measurable value
- Helping leadership understand and quickly resolve challenges
- Minimizing risk and lost opportunity
- Positioning for improved growth, efficiency, and customer satisfaction



A Changed Profession

For the past two decades, professional public relations has changed dramatically:

- Traditional media relations role important, but different
- Digital voice of the consumer much more powerful; Word of Mouth greatly enhanced; reputation damage now measured in minutes instead of days
- Clutter increased, advertising effectiveness decreased (media fragmentation, credibility decline)
- Brand truly now built by public relations

Developing Strategic PR

In a new era of accountability and performance metrics, PR must demonstrate how it impacts the bottom line:

- Brand development and reputation enhancement (that attracts and retains customers)
- Customer engagement and growth
- Culture: attraction elements for top talent/workforce, communication to reduce uncertainty and talent exits
- Crisis communication elements (particularly in digital)
- Issues management critical to forecast problems, seize opportunities

Critical Focus: PR Programs Must Deliver Measurable Value

Professional public relations is the natural means by which companies can maximize profitability and productivity:

- Fuzzy brand support must be replaced by clear-cut strategies and tactics
- Strategies must be realistic and match/support corporate goals, including corporate value proposition
- Tactics must be measurable
 - Drive sales
 - Increase measurable awareness
 - Foster lead generation
- Digital element cannot be ignored or minimized, Web/online elements must be central

Case Studies



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Dealing with Change Post “Great Recession”

Issues of change management: often overlooked

- Change can be costly without strong communication
- Strong statistical relationship between executive comm and “organizational satisfaction and culture” (Towers Watson)
- Uncertainty and anxiety in workforce hamper changes that impact productivity and opportunities
- Must deal with employee cynicism, rebuild trust
- Buy-in critical at all levels

The logo for IRON STRIKE features the word "IRON" in black and "STRIKE" in orange. Above the letter "I" in "STRIKE" is a stylized orange and black graphic resembling a lightning bolt or a starburst.

IRON STRIKE

Communicator's Role: Support Business Goals

- Listen
- Assess company's readiness for change
- Establish milestones and measurements
- Identify change agents, skeptics and critics
- Provide counsel to leadership on the realities
- Help employees understand the forces of change – “the why”



- Identify challenges, opportunities – the “what’s in it for me”
- Repeat message using many tools
 - Senior leadership
 - Frontline managers and supervisors
 - Emerging technologies
 - Traditional mediums
 - Grapevine
- Celebrate!

One Model: John Paul Kotter

1. Establish a sense of urgency
2. Create the guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower employees
6. Generate short-term wins
13. Consolidate gains and produce more change
14. Anchor new approaches in the culture

Case Studies

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IRON  **STRIKE**[™]

The logo features the word "IRON" in bold black uppercase letters, followed by a stylized icon of a bird or wing in orange and black, and then the word "STRIKE" in orange uppercase letters with a trademark symbol. The entire logo is enclosed in a white rectangular box with a thin green border.

Public Relations in Corporate Environment

- Reputation management in medical device, services industries critical for success
- High degree of trust and perceived benefits required
- Traditional marketing and advertising only delivers part of the required equation/solution for success
- Internal/external considerations
- Expectations of management/workforce/customers must all align
- PR fosters critical communication, anticipates problems, identifies new opportunities



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Public Relations in the Institutional Environment



- NCAA – Champion of the Student Athlete and benefits of collegiate-level athletics on education, personal development and society
- Balance NCAA perceived “police function” with actual performance in improving student engagement and development
- Institutional buy-in
- Media and public bias/misunderstanding of goals
- How to correct same, sustain understanding and achieve buy-in
- Issues management to forecast challenges, identify opportunities, capture achievements

Paradox of Intercollegiate Athletics

- Intercollegiate athletics a proven means of teaching and advancing leadership skills
 - Teamwork and leadership skills learned by participating in college-level athletics traditionally translate well into useful adult experiences (business and society)
- 400,000 current participants will “turn pro” into another profession besides athletics
- Public perception is somewhere else





The NCAA Role

- College athletic programs are both:
 - A revenue generator (high-profile Division I)
 - A revenue drainer (less popular sports categories)
- All are important
- NCAA role is to positively support the student-athlete and create lifelong opportunities
- Institutions benefit from NCAA participation
 - Media often portrays NCAA as failing to achieve its mission, focuses on “police actions”
- Positively differentiate between “professional” and “collegiate” models of athletics



Achieving NCAA Goals

- Case Studies:
 - “For the Record” outreach (multiple platforms)
 - Aggressively pursue and correct misinformation
 - Proactive communication during Myles Brand years of promoting:
 - Accountability
 - Academic achievement
 - Leadership development
 - Attributes of the Collegiate Model of Athletics

Case Studies

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Next Steps and Take Aways

How do you impact your business/company/organization – starting today?

- Planning structure and framework
- Getting buy-in from top executives/leadership
- “Picking the hill to die on”
- Organizing and executing tactics with limited resources
- Leveraging talent resources, internally and externally
- Measuring success
- Communicating success
- Sustaining success

Thank you!

