

# 非營利事業公共關係講義 (4)

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十五、設計有效的溝通方案 (Bonk, 1999:chap.4)

※ 要旨：

1. Build a foundation on goal, vision, and values.
2. Establish critical elements : Target audiences, research, messages, materials, resources, and a work team.
3. Implement day-to-day activities.

## 1. Elements of A Communications Plan :

(1) Overall Communication Goals :

- a. Developing and implementing communication plans for enhanced visibility, as well as for crisis management;
- b. Generating positive media coverage by cultivating relationships with reporters;
- c. Increasing the awareness and involvement of specific, targeted groups and individuals;
- d. Changing attitudes or teaching new skills to clients and staff;
- e. Generating support from the public, policymakers, and clients for community reforms across your state;
- f. Encouraging financial contributions.

(2) Vision and Mission Statement.

(3) Organizational Values and Beliefs.

## 2. Critical Elements of A Communications Plan :

(1) Identification of the Target Audience: An understanding of your target audience and how to reach it.

(2) Research into Media Coverage, Public Opinion, and Facts: Research into past media coverage and public opinion about your issues.

(3) Message Development: Messages to be delivered.

(4) Production of High-Quality Public Relations Materials: Materials to be produced.

(5) Assessment of Resources: Resources from which staff and equipment will be drawn.

(6) Development of Work Plan: A written work plan.

### **3. Day-To-Day Activities :**

- (1) Positive Media Coverage : How ?
  - a. Cultivate personal relationships with reporters, editors, and media gatekeepers;
  - b. Develop a calendar of events around key issues or activities, such as the release of a report;
  - c. Plan and initiate additional news events to expend media coverage opportunities;
  - d. Coordinate written materials for print media, develop visuals for photographers and broadcasters, and make tapes for audio news feeds;
  - e. Schedule new conferences sparingly and media briefings when warranted;
  - f. Distribute news releases on significant developments by fax, mail, e-mail, or hand delivery.
- (2) Editorial Endorsements and Columnist Support : How ?
  - a. Set up face-to-face editorial board meetings at daily, weekly;
  - b. Generate mailings and faxes with clips and fact sheets about your issue or activity, along with requests for support;
  - c. Send columnists your story ideas and opinions about issues that they may want to address.
- (3) Spokesperson Training and Media Skill Building.
- (4) Media Partnerships.
- (5) Internal Communications.
- (6) Paid Advertising.
- (7) A Crisis Control Plan.
- (8) Evaluation and Accountability ◦

## 十六、選定公關對象、研究及發展訊息 (Bonk, 1999:chap.5)

### ※ 要旨：

1. Monitor public opinion.
2. “Frame” your issues.
3. Recognize that words and phrases do make a difference.
4. Steps: (1) Defining Target audiences→ (2) Conducting Basic Research→ (3) Finding Affordable Ways to Target Audiences, Conduct Research, and Develop Messages→ (4) Developing Messages→ (5) Putting It All Together.

### 1. Defining Target audiences→

- (1) 所謂的潛在觀眾”target audience”，並不同於一般的公眾 “the public”的概念。
- (2) 如以財務獲得為考量，則潛在觀眾可以指較高所得的，且有可能捐助的公眾或特定人士、團體或企業機構。

### 2. Conducting Basic Research→

- (1) Media Trend Analysis (研判媒體報導趨勢)：三種指標？
  - a. 「故事版面」(Story placement)：版位在那裡有多大？專文或普通報導？
  - b. 「故事調性」(Tone)：報導是正面或負面評價？強度如何？
  - c. 「執筆者」(Bylines)：執筆人是大牌記者或知名公眾人士嗎？
- (2) An Inventory of Your Organization’s Data：從組織內部發掘有新聞價值的素材。
- (3) How to Frame the Debate：如何加以「框架化」，以引導公眾關切及進行討論。
- (4) Quantitative and Qualitative Research：如以辦理一項公眾意見調查 (public opinion poll) 為例，應注意以下原則：
  - a. Measure the salience of issues (衡量事件顯目處為何)。
  - b. Measure the extent of knowledge and information people have on issues. (衡量人們對事件的知識及資訊內容)
  - c. Quantify people’ s level of support (量化人們的支持程度)。
  - d. Identify target audiences for communications (確認值得溝通的潛在觀眾)。

### 3. Finding Affordable Ways to Target Audiences, Conduct Research, and Develop Messages→

- (1) Use low-cost or no-cost public opinion data：因 NPOs 一般缺乏充分經費。
- (2) Access online resources：多多利用線上資源。
- (3) Add questions to an omnibus poll：搭其他民意調查便車一起辦【附加幾項

問題即可】。

- (4) Connect your message to values and top issues：要傳遞的訊息必須能與社會價值或關切議題相連結，較能引發關注及討論，因每一個社會都有其特有及既存已久的信念及規範。

#### **4. Developing Messages→**

- (1) 利用「框架化」來發展令公眾喜歡的議題—”Tell the people what they want to hear”。
- (2) 舉美國人對一些議題的態度為例：
  - a. 高達 50%+ 關切安全、犯罪、經濟、工作及教育等議題；
  - b. 40%—49% 關切健康照顧、毒品、社會改革、移民及預算赤字議題；
  - c. 30%—39% 關切家庭議題、環境及無家可歸問題；
  - d. 僅 10%—29% 關切外交議題。

#### **5. Putting It All Together**

- (1) Who will be most likely to support you；
- (2) What messages and messengers will be most influential with them（指 target audience）；
- (3) Which media outlets to approach with story ideas and placements。

## 十七、運用夥伴關係的影響力 (Bonk, 1999:Chap.10)

### ※ 要旨：

1. Watch trend in civic journalism.
2. Benefit from nonprofit coalitions and media working groups.
3. Enhance internal communication.

## 十八、內部與社區關係 (溝通) (Johnson & Zawawi,2000.Chap.10)

### 1. Internal Public relations

#### (1) Who are our internal publics ?

Internal publics comprise two main groups : an organization's employees, and an association's members.

#### (2) Why is it important to maintain employee goodwill ?

“Where an employee is rumoured to have been treated unfairly, and this information hasn't been confirmed or denied by anyone, it is likely that this lack of information will lead to anxiety among the employees. Whether the information happens to be true or not, it will cause some moral problems among staff.” 【Johnson & Zawawi,2000:238】

“It is in the company's interests to keep its staff happy, loyal and safe. And keeping them informed, communicating with them, consulting with them and developing relationship with them are some of the ways that show the organization respects them not just as ‘workers’ but as ‘thinking individuals’. Employee loyalty and satisfaction result from deriving a healthy relationship with the employer.” 【Johnson & Zawawi,2000:239】

“How can employees believe in and feel confident about their management ? One way is by keeping them in the loop—keeping them informed of what's happening in the company. If employees understand the big picture and their role in it, they are more likely to support the organization's goal. Another way is to include them in the decision-making process.” 【Johnson & Zawawi,2000:239】

#### (3) Tools and channels of communication : Newsletters and company newspapers ; Notice boards ; Memos ; Awards ; Events ; Intranets ; Interpersonal communication .

### 2. Community Relations

#### (1) Importance of community relations :

“It is no accident that the resurgence of interest in values and morality coincides with the desire to recreate a sense of community within Australian society. The rising

level of concern about standards of ethics – in private life, in business, in politics and government – directly related to concern about fragmentation of traditional Australian tribal groupings.” 【Hugh Mackay,1993,cited in Johnson & Zawawi,2000:244】

”If you expect me to maintain a relationship with you or your organization, then act as if we have a relationship: even though we know the basis of this relationship is commercial, we should still treat each other like human being.” 【Hugh Mackay,1993,cited in Johnson & Zawawi,2000:245】

(2) Approaches to community relations :

- a. Consultation ;
- b. Scanning the environment ;
- c. Filling the gaps ;
- d. Collaborations with community groups : Four key groups would be appropriate partners in any project – *local community council* (當地社會委員會或議會)、*local business* (當地企業)、*community special-interest organizations* (當地社區組織)、*residents* (當地居民)；
- e. Negotiation : 【Susskind & Field, 1996: 13, cited in Johnson & Zawawi,2000:250】
  - i. The mutual gains approach to resolving disputes involves six principles :
    - acknowledging the concerns of the other side;*
    - encouraging joint fact-finding;*
    - offering contingent commitments to minimize impacts if they do occur, and promising to compensate knowable but unintended impacts;*
    - accepting responsibility, admitting mistakes, and sharing power;*
    - acting in a trustworthy fashion at all times; and*
    - focusing on building long-term relationships.*
  - ii. In addition, building trust and credibility through information-sharing, being honest, identifying an articulate spokesperson who ‘is not condescending to the public’, and finding an advocate who can stand for the company credibility °

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