

Planning and Budgeting

GWU Strategic Public Relations

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Here's our Game Plan

- Planning highlights and key terms
- Some tips on budgeting
- Practice in groups: planning and budgeting
- Share with everyone

Goals versus Objectives

Goals:

- What we want to achieve
- Broad and overarching

Objectives:

- Specific and measurable
- Clear timeframe



Examples of Goal Categories

- Build image and reputation
- Influence legislation
- Improve quality
- Increase productivity
- Build customer loyalty
- Increase employee loyalty
- Attract a more diverse workforce
- Enhance corporate social responsibility

Examples of Objectives

- Increase product/sector sales by x%
- Increase donations by x%
- Reduce employee turnover by x%
- Reduce employee benefit costs by x%
- Build brand awareness by x%
- Increase market share to x%
- Add x% new members
- Achieve a client retention rate of x%

A GE Goal and Objective Example

From a prior year's annual report letter

“Over the last decade, we transformed the GE portfolio, increasing the portion of earnings from our industrial businesses from about 45% to 90%.”

Questions for you:

What's the goal?

What's the objective?



Let's Shift to a Communication Plan

A Typical Communication Plan

Would address:

- Organizational need
- Communication goal/objective(s)
- Audiences
- Key messages
- The tools and tactics
- Timeline and “owners”



Measuring Results ...

- Research
 - Readership surveys, perception surveys, focus groups, etc.
- Event attendance
- Enrollment data
- Response rates
- Web traffic/analysis: visitors, visits, top pages, etc.
- Social media: followers, new followers, likes, shares
- Media coverage:
 - Key message analysis
 - Coverage in most important media
- Feedback
 - Letters, unsolicited comments, etc.

Really Measuring Results ...

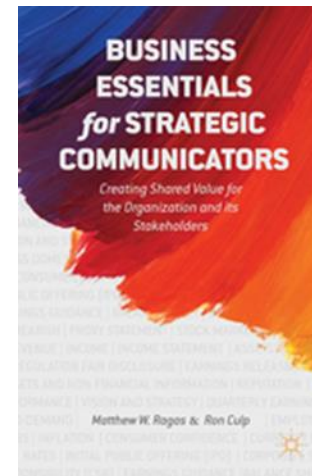
- Did productivity increase?
- Did sales increase?
- Did costs decrease?
- Did error rate decrease?
- Did quality improve?
- Did on-time delivery improve?

Levels of Communication Measurement

Outputs: Media placements, impressions, content of coverage

Outtakes: Surveys and focus groups: Did the audience receive, understand or retain the messages?

Outcomes: Surveys, behavioral data: Did opinions, attitudes or behavior change?



Today

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- **Some tips on budgeting**
- Practice: work in tables on a plan/budget
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For Communication Campaigns or Programs

Options include top-down or bottoms-up budgeting

Top-down: You're given a figure to start with, and you then develop your line items/costs to meet that number.

Bottoms-up: You decide what tactics/tools are needed and develop an estimate for each; you then add up all the line items/expenses to produce a total budget number.

Examples of Budget Line Items

- Travel
- Freelancer costs
- Event expenses (speaker, food, beverage, etc.)
- Newswire distribution services
- Photography
- Design, printing and production
- Website development
- PR/lobbying firm fee
- Surveys/research

Building the Budget

How to research and develop an accurate budget estimate

- Use subject matter experts
- Talk to colleagues
- Ask suppliers for proposals/bids
- Consider prior budgets and historical costs
- Take a best- and worst-case scenario and average them

Using Budget Assumptions

Specify assumptions and details

Some examples:

- Line items reflect a 2.5% increase compared to last year
- Use of in-house staff (*are you including % of salaries or not?*)
- Use of PR firm: for example, 80 hours @ \$200/hour
- Print run of 10,000 at \$2 per copy
- Food costs of \$50/person

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Your Mission

- Creating a communication campaign
 - An internal or external communication/PR need *OR*
- Starting a business *OR*
- Launching a new product or service



At Your Tables, Brainstorm These Questions

1. What's the organizational goal?
2. What's your communication goal?
3. What's a related communication objective?
4. What are some tactics you'd recommend?
5. What budget components would you include, given your tactics? (*no \$ amount, just line items*)

Someone from each table will share your ideas with our full group.

Two Examples: Goals and Objectives

Consider FedEx



Business goal: Reduce health care costs by replacing traditional plans with two high-deductible plans

Communication goal: Help employees understand the new plans and learn how to save time and money

Objectives:

- Have 10,000 employees access the new health care portal within the first month after launching the communication campaign
- Achieve 1 million page views within six months after the launch

Another Example

- **Organization:** A company wants to influence legislators to eliminate an excise tax for certain automobiles
- **Communication goal:** To create awareness among government officials and the general public about the need to eliminate this tax
- **A communication objective:** Drive support for a tax reform bill by Q4

Questions?

Let's Get to Work!

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Someone from each table will share your ideas with our full group.

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