

**ad>antage**  
THINK BIG! MEDIA | MARKETING | ADVERTISING

# PUBLIC RELATIONS

supplement

2011



**All the 2011 PRISM Award winners**





**COAL.  
GOOD FOR ART.  
BUT NOT FOR OUR PLANET.**

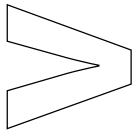
That's no spin. We're the agency that delivers  
on campaigns we believe in.

[www.thealchemistpr.co.za](http://www.thealchemistpr.co.za)



# WANTED:

## the Chuck Norris of the PR industry



**ONE OF THE BIGGEST MISTAKES** in PR is sweeping aside the one thing most central to the industry: communication. It seems obvious, doesn't it? But if this is so, why does it happen at all? Take for instance the much debated communication blackout surrounding Nelson Mandela's admittance to hospital early this year. All the media asked for at the time, was a believable explanation. When it received the short rebuttal of 'routine tests' however, it groaned almost audibly. They really expect us to be satisfied with that, was the question on everyone's lips. And then came the silence. What is flabbergasting is that the Nelson Mandela Fund and government seemed not to foresee the chaos this would generate. The media serves the public's hunger for answers, and when the media does not get a satisfactory answer, they can only speculate. Yes, of course they will then descend on the hospital - as well as Mandela's home - like scavengers, waiting anxiously for the smallest morsel of information that lays bare the true state of affairs. It did not come. This only served to feed the rumours, which

spread like wildfire, even faster as another unanswered day went by. I believe that a really good PR practitioner should have some experience of being a journalist, or have a good understanding of the daily workings of journalism, to really understand what goes through their minds when faced with such a situation. To know how their minds work, how they connect the dots and how exactly they plan to circumvent your attempts at 'calming the situation', PR practitioners have to have had the notepad in hand themselves. These are really suspicious, sceptical buggers



Magdel Fourie,  
Editor: PR Supplement

that are also brutally thick skinned due to years of continuously fending off the competition. It is about getting there first...remember. So, thinking you're doing your PR job well by keeping mum is a mistake of immense proportions. To the media, no answer is the worst answer. Keeping that in mind at a time when social media seems to be taking over the world, as we know it, is even more crucial. Journalists are there ALL THE TIME. And, when the beans get spilled, journalists are going to run with it, like it or not. Turning a blind eye will just make matters worse, I assure you. The best advice to PR practitioners is simply to face the onslaught head on - be it accusations, be it allegations, be it tough questions. Be brave and talk back. Quickly. There is no place for cowards.

## Contents

Wanted: the Chuck Norris of the PR industry, by Magdel Fourie .....	3	Why PR is our of control, by Chirene Campbell.....	11
Positioning communication to remain relevant, by Daniel Munslow .....	4	PR moves to centre stage, by Glenn Bryan.....	12
Getting communication into gear, interview with Samantha Louis .....	6	Does size matter? The key to successful measurement, by Galia Kerbel .....	14
PR's PR crisis? by Marcus Sorour.....	7	The year of living digitally, by Bridget von Holdt.....	15
Listen, learn and respond - the PR Mantra for 2011, by Sally Falkow .....	8	Reshaping PR as a creative discipline, by Dan Pinch .....	16
The new normal in PR, by Brian Berkman .....	10	PRISM Awards results.....	17
		Is traditional PR dead? by Anina Malherbe .....	18
		The 'write' way to approach the Consumer Protection Act, by Anton Behr.....	19
		Inter-agency collaboration: no longer just a pipe dream, by Catherine Lückhoff and Nicole Capper.....	20
		Directory.....	21

### ad>antage

© Copyright AdVantage Magazine 2010

EDITOR-IN-CHIEF  
**Louise Marsland**  
louise@advantagemagazine.co.za

DEPUTY EDITOR  
**Danette Breitenbach**  
danette@advantagemagazine.co.za

PRODUCTION EDITOR  
**Gill Abrahams**

SENIOR JOURNALIST  
**Magdel Fourie**

#### ADVERTISING

ADVERTISING EXECUTIVE  
**Sherrie Weir**  
082 373 6149

PUBLISHER  
**John Woodford**

CEO BUSINESS MAGS24  
**Jacques Breytenbach**

#### CREATIVE DEPARTMENT

HEAD OF CREATIVE  
**Angela Silver**

ART DIRECTOR  
**David Kyslinger**

#### SUBSCRIPTIONS

SUBSCRIPTIONS MANAGER  
**Petro van As**  
Phone: (011) 217 3222  
subscriptions@  
advantagemagazine.co.za

ADVERTISING  
mediasales@iafrica.com

POSTAL ADDRESS  
PO Box 784698, Sandton, 2146

PHYSICAL ADDRESS  
Business MAGS24, 6 Protea  
Place, South Block, Sandton  
Phone: (011) 217 3210  
Fax: 086 271 4275

MEDIA DIRECTORY  
www.advantagemagazine.co.za

PRINTING  
Printed and Bound by  
Paarlmedia

The views expressed in this publication aren't necessarily those of the publisher or its agents. While every effort has been made to ensure the accuracy of its contents, neither the editor nor the publisher can be held responsible for any omissions or errors. Reproduction in whole or part of any contents of AdVantage without prior permission is strictly prohibited. © AdVantage Magazine. All rights reserved. Requests to lift material should be made to the editor-in-chief.



# Positioning communication to remain relevant

By Daniel Munslow

**WHEN I ATTENDED THE** World Conference of Business Communicators in Canada last year, I heard one of the speakers say something very poignant: 'If communicators do not acknowledge their environment is changing, they run the risk of becoming irrelevant in their organisations'. The speaker, Steve Crescenzo, was referring to the myriad of changes communicators are going through within their organisations, and how important it is to adopt new methodologies to remain relevant.

The reality for many communicators around the world is that they have entered a cycle of doing many of the same things, simply to get material signed off and out into the public or corporate domain. In fact, a lot of communication happens only at a tactical level, without direct tieback to business objectives or an overarching communication strategy.

Communicators today are faced with more competition than ever before, and have to find more effective ways of sifting through the media clutter. Organisations are looking for a lot more than just eyeballs from their stakeholder engagement strategies. Today, they want engagement. They want their communication efforts to have a tangible impact that will deliver directly against a business objective.

## REGULATORY ENVIRONMENT

Through King Report III, Judge Mervyn King has repositioned the communication industry and profession in a way that many only dreamed of. While professional associations lobby for the industry, King Report III permeates into the highest echelons of business and has caught the attention of top business leaders, who have been made responsible for the company's stakeholder relations plans. Section 8 of the King Report III highlights the role the board and management need to play in the process of engaging all stakeholder groupings, as well as best of practice

methods of achieving this. And yet, over a year after the King Report III was launched, when I speak at conferences and ask how many people have read the Report and the section about communication, on average only 10% say they have.

The report calls for and states that 'transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence'. It is explained by these three steps:

- 8.5.1.** Complete, the company should provide timely, relevant, accurate, honest and accessible information to its stakeholders whilst having regard to legal and strategic considerations.
- 8.5.2.** Communication with stakeholders should be in clear and understandable language.
- 8.5.3.** The board should adopt communication

They want their communication efforts to have a tangible impact that will deliver directly against a business objective

guidelines that support a responsible communication programme.

Another pivotal section of the report is 8.2.6, which reads, 'The board should disclose in its integrated report the nature of the company's dealings with stakeholders and the outcomes of these dealings'. It suggests and requires communicators to provide this feedback in a company's integrated report. Many would argue that to remain relevant, communicators should adopt principles even if their companies are not required to follow these listing principles.

## RESEARCH AND MEASUREMENT

Planning and measurement starts long before the end of a campaign or an annual communication cycle. It begins with formative research to understand the exact

parameters the communication function is required to deliver on in relation to core business priorities. Therefore, there is also an inherent requirement that all communication efforts be related back to a corporate strategy and not operate in isolation or in an ad hoc manner.

The Stockholm Accords, which were announced at the GA conference in June 2010, highlight the requirements of communicators going forward, specifically in the role of strategy alignment and governance. It calls on communicators to participate in the definition of organisational value, principles, strategies and process; apply research skills to interpret factual and objective stakeholder and societal expectations; deliver timely analysis to effectively engage stakeholders; and create an internal listening culture.

These apply to both internal and external communication alike, as communication professionals invariably have a dual role to play. On the measurement front, a shift from output and quantitative analysis to outcomes-based qualitative analysis is critical. Business leaders are less concerned today with the volume of media coverage than they are with the impact whatever media exposure they have has on the business. Public relations, marketing, and advertising go a long way in raising awareness and create an expectation, but if the company cannot deliver on that promise, then people's experiences will be misaligned with expectations, and any media coverage will mean very little.

The Barcelona Declaration, a paper published in June 2010 as a collaborative effort between leading global measurement and communication bodies, defined seven key principles of media measurement as the pillars to be followed as a standard practice:

- 1. Importance** of goal setting and measurement
- 2. Measuring** the effect on outcomes is preferred to measuring outputs
- 3. The effect** on business results can and



## TEN HOT SPOTS FOR COMMUNICATORS

- Shift from tactics to strategy
- Follow outcomes-based measurement
- Delivering tangible impact
- Focus on social media beyond a once-off 'nice to have' tool
- Follow good governance principles
- Communicators need to focus on their leadership's ability to communicate
- Brand equity is driven through all stakeholders, including internal
- Consumers want dialogue - create forums for expression
- Focus on integrated reporting in activities
- Companies need to focus on rebuilding trust with consumers and their staff

- should be measured where possible
- 4. Media measurement** requires quantity and quality
  - 5. AVEs** are not the value of Public Relations
  - 6. Social media** can and should be measured
  - 7. Transparency** and replicability are paramount to sound measurement

Of particular significance is point number 5, involving the ever-controversial AVE, or Advertising Value Equivalent. The report states clearly, 'Advertising Value Equivalents (AVEs) do not measure the value of public relations and do not inform future activity; they measure the cost of media space and are rejected as a concept to value public relations'. It is important to remember that communication is a means to an end, not an end in itself - measuring AVE alone assumed that high AVE is equal to a successful campaign.

### INTERNAL COMMUNICATION

The alignment between internal and external communication has never been more important. Communicators, and especially

corporate communicators, are faced with the never-ending challenge of engaging employees to their brand internally, so that they will be better equipped to deliver their brand promises externally.

In an era where employees would rather read a foreign language Facebook page than the company's quarterly newsletter, internal communicators have to find new and innovative ways of sifting through the clutter and making employee communication more relevant than other communication tools. One of the most powerful tools at a communicator's disposal is the role line management and leadership play within the organisation. It is a communicator's responsibility to train and coach leaders on the principles of communication and how to do better at cascading corporate information.

It has also become very apparent that internal communication plays a key role in adding bottom-line organisational value. The Public Relations Society of America has even stated that measurement of internal audiences' impression of the organisation should be a unit of media measurement.

Melcrum, a research and information company, surveyed 1 000 corporate communications and HR professionals to find that many respondents credit offering employee engagement programmes with the following benefits:

- More than **50%** report improvements in employee retention and customer satisfaction
- **33%** report higher productivity
- **28%** report improvements in employee advocacy
- **27%** improved status as a 'great place to work'
- **27%** report increased profitability
- **25%** report improved absenteeism

The reality is that the organisation's reputation largely depends on the action of its employees and how they interpret and convey the brand mission to external stakeholder groupings. It can therefore be understood why media measurement must be more qualitative in nature, to provide better value to those managing a company's reputation.

It has been argued that culture eats strategy for breakfast. There is little doubt that as communicators adopt new and more specialised skills in the fight to remain relevant, the role of culture is becoming ever more important in the ability of employees to deliver on the promises being made in other media. ◀

*Daniel Munslow is chief communications officer at Talk2Us, a brand engagement strategic management consultancy based in Johannesburg*



# Getting communication into gear

By Magdel Fourie

**"ONE HAS TO CHOOSE** where and how one engages with social media very carefully. It is really all about experience and understanding when and where to respond," says Samantha Louis of CIMA Global and the president of the Public Relations Institute of South Africa (PRISA).

In her office at CIMA in Illovo she speaks animatedly about the revolution social media has brought about in communications. However, she refuses to be overly intimidated by it and advises that other PR practitioners take the same stance in the year ahead. "The scariest thing is that it is uncontrollable. I honestly don't think one can control it in any way. However, the exact same PR principles that have always applied now also apply to social media. It is only the volume and speed that makes it more difficult. Otherwise, it's basic stuff. It's not rocket science."

For an organisation to manage its online presence best, it is crucial to have an online strategy in place. The organisation should also thoroughly understand what exactly that online strategy is, she explains. From there, its presence can be effectively managed. But when things go wrong, it must form part of crisis communication and then be handled according to what the online strategy demands.

Now that it seems the country is facing an economic recovery, another issue that PR companies and corporates need to get their head around is how to communicate around executive remuneration. "One has to put the numbers out there. It is stupid not to communicate and contextualise around it," she stresses.

Louis goes on to say that it is very important that corporates are more responsible when it comes to their communications. The damage that poor communication can do to a company is huge. "There are serious consequences to ineptness," she stresses.

This links to her concern over some corporates that are not adequately involved with



“There are serious consequences to ineptness”

PRISA, and thus doesn't subscribe to their Code of Conduct and Ethics. Skills shortage is a great challenge this year, she points out. "Although there are initially a big number of PR practitioners at entry level, they leave the industry after about two or three years. And that doesn't leave near enough experienced people to answer to the broad demand out there." Public relations practitioners and communicators will therefore really need to ask themselves what they are doing to promote skills development within their own organisations, she says. To address this same issue PRISA hosted its inaugural 'summer school', funded by the Services SETA, for business writing, media relations and planning public relations

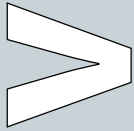
campaigns in Johannesburg in November last year. In February, it was followed up in Cape Town and Durban too. "We received a very positive response. Those that attended really found it useful and even those with more experience found it good to have a 'refresher.'" It will be hosted again in future, she adds. "It enables us to give back not only to our members, but also the industry as a whole."

Whilst continuing to contribute to the development of PR skills in South Africa, she is looking to increase their membership by 20% and maintain the level of transformation they've already got, she says. Furthermore, she plans to improve PRISA's membership benefits and see to it that PRISA continues to play its part on the global stage.

"These are exciting times. We've got an economy that's got its engine revving - and in any such environment communication is key." ◀

# PR's PR crisis?

By Marcus Sorour



## THE PUBLIC RELATIONS

(PR) industry has flourished in the last decade, but its

reputation has not. Unfulfilled promises, poor delivery and lack of industry standards doggedly bring the profession down. Maybe the industry has evolved from 'PR Bunnies' and champagne lunches but how many are actually driving marketing communications?

Many PR agencies fail to realise the potential of offering a fully integrated approach to communications. Siloed thinking and approaches - with PR at arms-length from other sales functions will result in low return on investment. Thankfully, many forward-thinking clients now seek fully integrated approaches and openly share business challenges.

The prevalence of digital life and media consumption has made integrated

thinking and communication even more essential. Digital has become the key ingredient in an agency's offering, and expertise in the digital arena is a prerequisite skill for every marketing and communications professional.

Web access, constantly improving bandwidth and the rapid adoption of mobile devices, in particular smartphones and tablets, have accelerated the need for corporate brands to drive influence through digital platforms. Developing content which 'thinks and lives' in Web 2.0 and Social Media (whatever the latest buzz words are) takes a different mindset and offers huge scalability and measurability gains.

Within the PR industry buying community, there is a huge demand for digital but still action lags behind. Self-proclaimed 'digital gurus' wax lyrical about the principles of

digital engagement, yet they often have a very poor understanding of a client's business priorities, target audience, and how to drive influence through a number of channels in order to change a customer's purchasing decision.

I recently met with a prospective client who shared and endorsed this view. She had been promised the earth by an agency during a pitch in 2010, and was charged a small fortune for their management of a digital campaign in concert with a conference sponsorship. Ultimately, the agency delivered very little. They may have had great, creative, ideas but so little understanding of their recommendations to the client's wider business and target audience that they fell down on execution.

Generalist agencies will find 'audience engagement' a daunting task, and this reality is why more and more agencies will position themselves as sector experts. The South African market needs to embrace sector specific marketing and communication skills. Selling spring water is very different from selling software, and choosing the right agency is a growing challenge - a challenge that will only increase in the coming years.

Regardless of the client challenge or communication channel - print, broadcast, face-to-face, digital - content will always be king and measurement approaches will increasingly require sales-based metrics. Without targeted content, there is little chance of dialogue with a customer, and even less of a chance of creating influence and impacting sales.

All things considered, it is truly an exciting time to be a communications consultant. Clients are looking for creative, business-minded advisors that understand their sector, business and related challenges. However, the challenge for the growing number of agencies and consultants is to earn and build PR's own reputation - in essence, takes a leaf out of our own (digital) book. ◀



Marcus Sorour, GM of Waggener Edstrom, South Africa

PR  
IN  
CRISIS?



# Listen, learn and respond the PR Mantra for 2011

By Sally Falkow

**SOCIAL MEDIA IS NO** longer an experiment.

This is clear from the adoption levels and attitude shifts in organisations in the USA. Companies big and small, non-profits, educational institutions and the tourism sector are embracing the idea of listening to stakeholders online and realising that active engagement in these social platforms is now an essential part of PR. This attitude shift is reflected in the adoption of the four main tools: blogs, Twitter, Facebook and online video.

- **79% of the Fortune 100** companies are listening to their stakeholders online and using at least of one of the main social platforms to communicate with their customers
- **20% of US companies** are using all four of the main social technologies

(Twitter, YouTube, Facebook, and Blogs)

- **82% of the Fortune 100** regularly update and engage with customers on their Twitter account, up from 35% in 2008 and 60% in 2009
- **9 of the top 10 corporations** (Wal-Mart, Exxon, Chevron, General Electric, Bank of America, ConocoPhillips, AT&T, Ford and HP) consistently post on their Twitter accounts
- **Fortune 100 Companies** on average post 3.6 wall posts to their Facebook page per week
- **50% of the Fortune 100** have a YouTube account and upload 10 videos on average a month

- **9 of the top 10 corporations** (Wal-Mart, Exxon, Chevron, General Electric, Bank of America, ConocoPhillips, AT&T, Ford and HP) consistently post on their Twitter accounts
  - **97% of charities** are active in social media
  - **51% of all colleges** and universities have an admissions blog
- While it is apparent that the majority of businesses know that their customers expect them to be on Facebook and Twitter, most are not using these platforms for conversation and engagement. Only 35% of these active Fortune 500 Twitter accounts

“Corporate firewalls have kept smart employees in and smart markets out. It’s going to cause real pain to tear those walls down”

are using the @replies, RTs and engaging in conversation with their followers. The CMO council defines this as the ‘engagement gap’ - the difference between the influence of the Internet on consumer decision-making and the amount of spending and effort on the part of corporations and organisations in trying to interact with and shape the thinking behind those decisions. In 2000 the Cluetrain Manifesto stated,

‘Companies need to listen carefully to their employees and their market. Corporate firewalls have kept smart employees in and smart markets out. It’s going to cause real pain to tear those walls down. But the result will be a new kind of conversation. And it will be the most exciting conversation business has ever engaged in.’

It’s taken 10 years for us to get the message that we should be listening. Let’s hope it does not take us another 10 to move to get to the Learn and Respond phase. Tearing those walls down completely and engaging in meaningful conversations with our stakeholders can be painful, but those who have done it recognise the truth of the Cluetrain prediction: the new conversation is definitely worth it. The Engagement db study shows that the companies that are really engaging with their audiences are reaping financial benefits, even through the recessionary period. On average, these companies grew 18% in a year when most businesses were struggling to maintain revenues.

## PR’S BIGGEST CHALLENGE IN 2011

Listening is one thing, analysing the data and learning from the market is another. Data mining and deep analysis is a new skill for PR, but it is one we absolutely have to master.



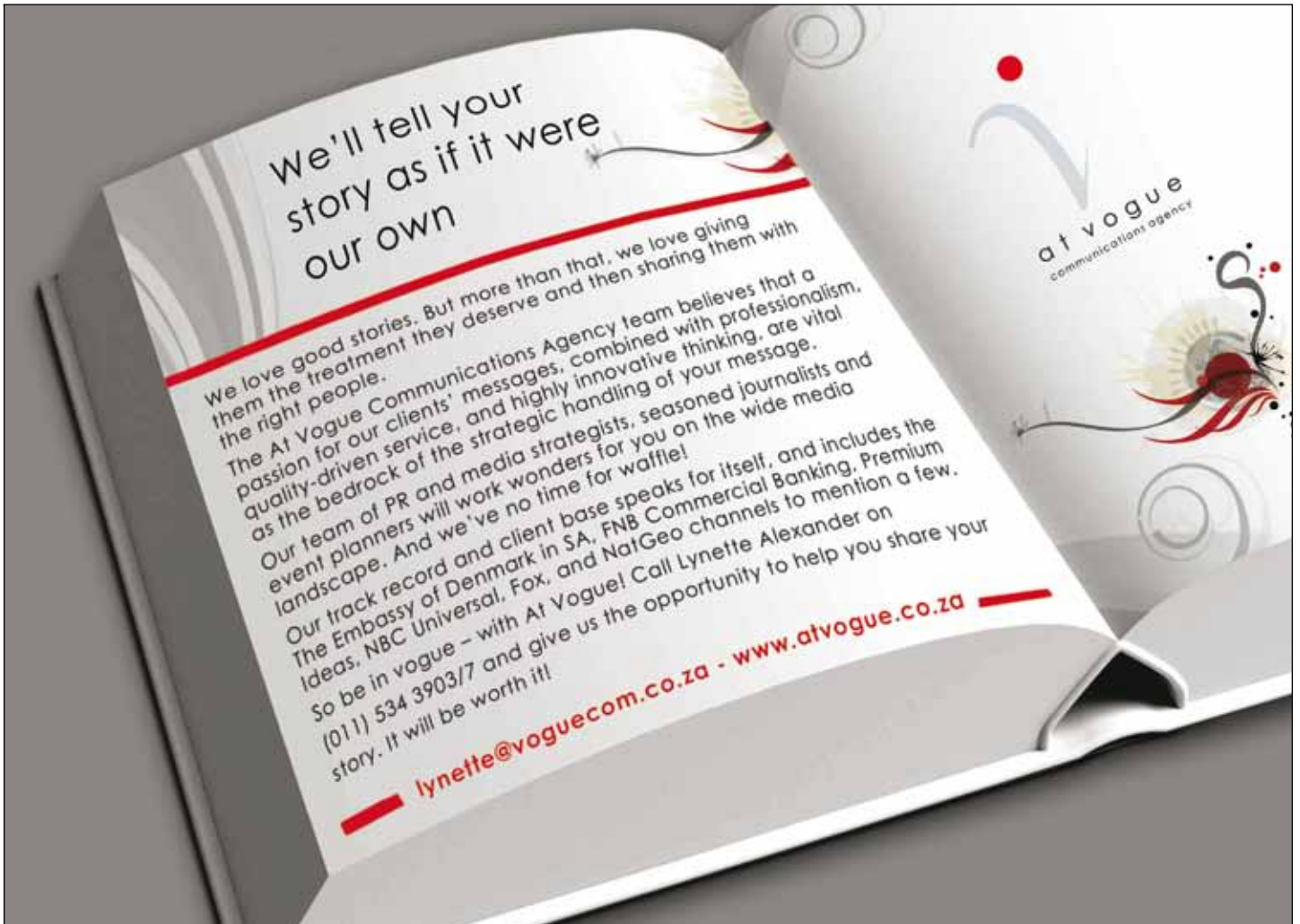




There is no point in spending time and money listening to these conversations if we don't dig in and figure out what it all means, and use the insights to help the company improve the bottom line. Social media intelligence is going to become one of the most valuable skills PR can offer. We know how to listen. There are tools that can gather the data. Content analysis is something PR people have done for the past 100 years. Now we have to learn how to apply that skill to the wealth of data available online. The road to success is to listen, learn and respond appropriately. Without the learn part in the

middle you can't respond appropriately. So, it is the most vital part of the equation. It is something that PR can own. If we master this and offer the insights that lead to responding in ways that improve revenue, perhaps it will give us that seat at the table we've been after for so long. ◀

*Sally Falkow is a veteran of the PR industry. She started her career in South Africa and relocated to the USA in 1999. She was named PR Trainer of the Year for her PR Social Media classes and she is recognised as an expert in Digital PR*



# The new normal in PR

By Brian Berkman

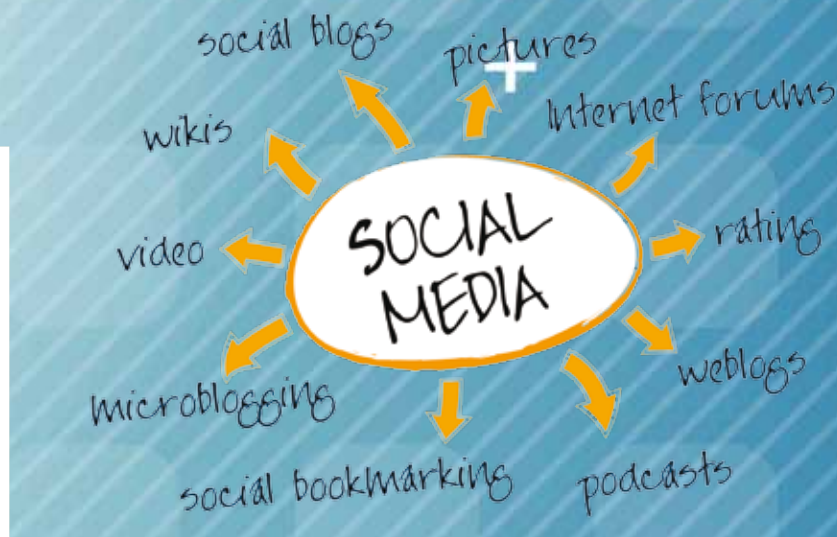
**THE BURGEONING** importance of social media as a PR tool is proved, albeit anecdotally, by the highest number of people attending PR-Net meetings with a social media subject. More than meetings about meeting the media, more than meetings about fees and ROI for clients, social media has been 2010's hot-button topic.

It isn't that surprising though as internet use, and Facebook and Twitter in particular, is growing fastest in the 'silver surfer' category of over 50's, who tend to also be bosses and their spouses who, after chatting about Facebook at a braai, suddenly believe they need a social media presence and look to their PR folk to provide it.

Ruth Golemba, MD Lange Strategic Communications, describes this as the 'new normal' which is commonly attributed to Wall Street's post-recession, investment returns. She says technology has created a 'new normal' for corporate and brand communications too, especially in as far as it has given the voiceless a channel through which to chat back to brand and corporate communicators.

"Lange Strategic Communications brand campaigns using social media have used the idea of 'chat back' as a key feature. We seek to enlist consumer opinions and feedback on issues, products and ideas. And we have specifically opened the door for consumers to connect with the brands and the corporations we work for by rewarding brand adorers for their comments, acknowledging their power as consumers, providing greater honesty and transparency and by inviting them into our 'inner circle' via social media," Golemba explains.

Dan Pinch, a director of Atmosphere, says their agency, in partnership with King James, have formed a social media team called +one (currently with two full-time social media staff and a number of shared staff with Atmosphere and King James) and trained all of their staff in integrating social media with PR. "Atmosphere has invested significantly in our social media capabilities. We believe that social media should be led by the PR industry (PR being a conversation-based discipline since its birth) but requires



new skills and knowledge; it is not as simple as just setting up a Facebook page or Twitter account which anyone can do. It also worth mentioning that most of our clients at Atmosphere (so beyond +one clients) have a social media element to their work.

Marcus Brewster Publicity's Hein Kaiser says social media is beyond sticking up a Facebook fan page to satisfy a marketing or communication function. "Social media should be viewed as an integrated, virtual word of mouth channel that underpins above, below the line and PR communication. It has tremendous potential but remains an untamed beast; with everyone an expert. Yet, fundamentally it remains hit or miss given the medium's dependence on human propagation of, what is essentially, commercial messaging," he says, but warns that social media is not a function of media strategists,

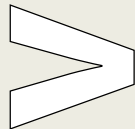
planners, buyers or advertising agencies - nor is it the domain of digital practitioners. social media is about communicating, and it is dangerous to build a silo wherein it lies outside of the power of public relations. So, despite the request for social media campaigns being prompted by dinner-party talk and braaiside chats, the new normal in PR is to know when to recommend a Four Square location promotion; a meet up to Tweet up; a brand Facebook page or to include an event hash-tag in an invitation. At the very least, PR 2011 task is about appreciating the social media landscape and being able to recommend a strategy and, most importantly, a third-party agency to handle implementation, if you aren't skilled or have the time to do so in-house. ◀

*Brian Berkman is the founder of PR-Net. When not assisting clients with PR campaigns he writes about luxury travel and dining out*



# Why PR is out of control

By Chirene Campbell



**YOUR BRAND** is not your own. Your brand is whatever consumers

perceive it to be, according to what they hear, see and experience when they interact with your product or service.

You can't control communication; it is a self-perpetuating force, which gains its own momentum. Trying to control what people are liable to perceive, see and hear is like letting a helium filled balloon loose with a predetermined course in mind when the only way to ensure that balloon goes where you intend, is to tie a string to it and guide it along its path.

The reality is that while PR is seen more and more as an essential management tool, many marketers and CEO's still shy away from it because it cannot be controlled. You don't pay for the space your editorial appears in so don't expect your PR company to tell you that your article is going to appear on this date, on that page and in that corner. The truth is, if it's targeted at the right media and adds value to the medium's readers, listeners or viewers, chances are you'll see your company name online, in print or hear it on the airwaves.

Then there's those fabulous social media platforms Facebook, Twitter, LinkedIn and my favorite tool, Tweetdeck, which allows its user to manage multiple social platforms and accounts at one time. I can keep track of brand mentions on Twitter, Facebook, My Space and LinkedIn simultaneously. I can watch the conversations down to the minute, and see the positive and negative perceptions of the brands I represent and react immediately.

However, the unfortunate truth is that marketers and CEO's don't always want to be on Twitter and the like because they can't control the conversation. In my view, that's not going to change, consumers are the new brand ambassadors, and not just on social media and mobile platforms, but everywhere. Users of your

brands and services are letting their voices be heard, whether it's on Facebook, Twitter, on their own blogs, through conversations with friends and family, or in print and on radio.

Radio is another medium which allows conversations between massive audiences, and again, it can't be controlled but it can be influenced by ensuring that the DJ's and news desks are fully aware of what your brand stands for, what it's purpose is and what the latest developments are. Maintaining open communication channels ensures that there are no misperceptions about your brands.

The role of marketers and advertisers should include being informed on all platforms and knowing what is being said about your brand - even when you don't control the content. By being aware of the perceived positives and negatives, communications strategies can be streamlined for your brand's long-term benefit. Enlisting communications companies that understand all media types will help manage perceptions by operating in the same space as your target markets.

The challenge for communications and PR companies moving into the next decade is both incredibly daunting and immensely exciting. My advice is to stop sitting



on the fence, dive in and interact with your brand's consumers, clients, suppliers and staff in places where they already are.

Communications specialists need to be acutely aware that the tactics which worked last year, may not be effective this year. My point is this, you can't control what's going to be said about your brand and where it's going to appear, but you can employ communication specialists who do know how to get you closer to the media who matter to you and ultimately, move your brand in front of the eyes and ears of your key target markets. ◀



Chirene Campbell is managing director of Owlhurst Communications

OUT OF CONTROL

# PR moves to

By Glenn Bryant

**EVER SINCE** 'competitive advantage' became a defining characteristic of the human condition - in other words, since the dawn of man - PR has played a vital role in elevating one organism, be that human or organisational, over another. Always the bridesmaid and never the bride, the PR function has always played the role of alter ego to the rich and famous, lieutenant to the mighty and powerful, and henchman to the evil and infamous. Now, however, in the semi-sophisticated corporate world to which so many of us belong, PR finally has the opportunity to shake off the mantle of 'second fiddle' and to assume a far more important presence in its own right - at the very nerve centre of the organisation.

## TECHNOLOGY CHANGES FORTUNES

Technology has a lot to do with the changing fortunes of this strangely Cinderella discipline, as does the impact of the recent economic recession. Technology means that the flow of information can

quite simply never again be so closely controlled, protected and monitored as was previously the case, thus forcing PR out of its traditional comfort zone and into a far more strategic role that has much more to do with building the long-term credibility of brand and corporate reputation.

The recession for its part has created a 'trust void' in many organisations that only very careful analysis, understanding, patching together, nurturing and promotion can hope to heal. Enter PR and communications, whose rightful role is precisely to manage the DNA - or culture, if you prefer - of each and every separate organisation.

## BUILD TRUST

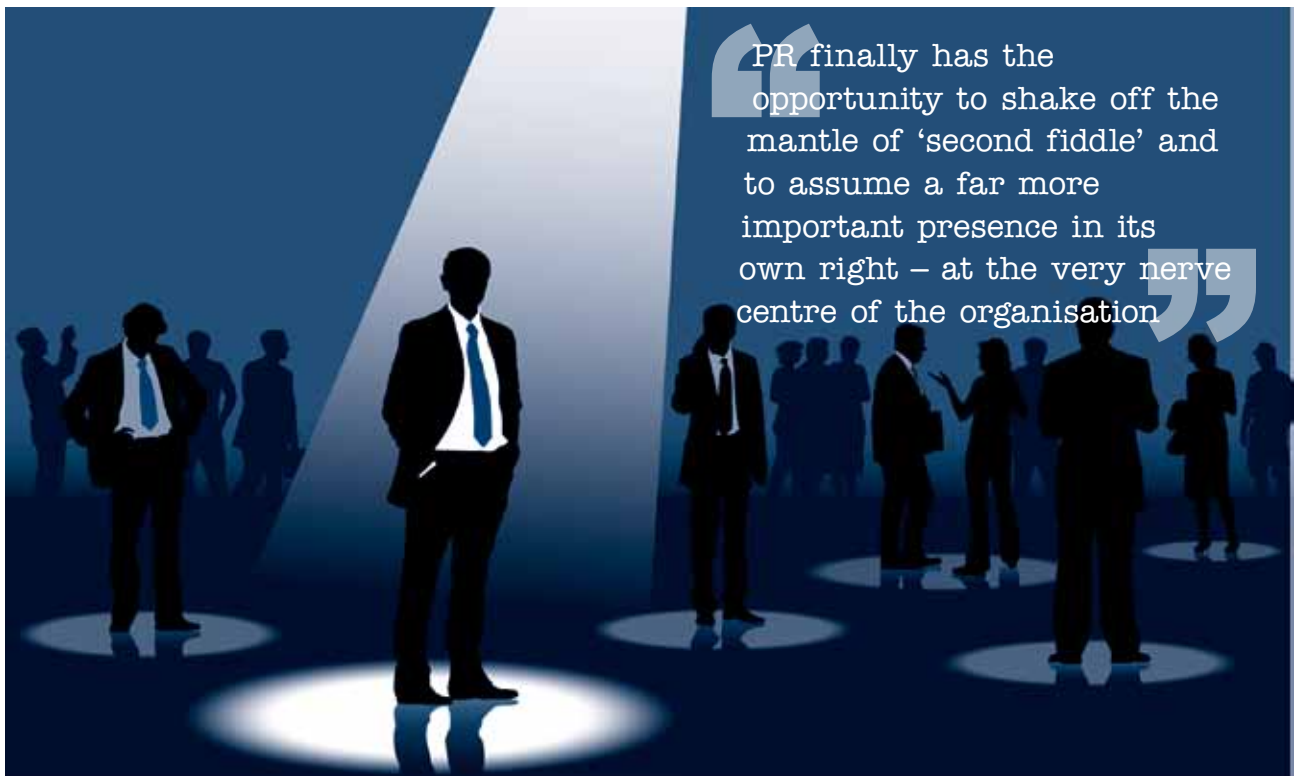
It may be difficult to imagine a corporate world where the PR and communication function ranks as an equal alongside the likes of finance, sales, service, marketing and operations. But it is relatively easy to appreciate that the next band of great companies - small, medium and large - will be those that are clearly differentiated from their competitors. Not merely in

terms of the products they sell or the quality of service they provide, but in terms of the genuine levels of trust they enjoy amongst staff, customers, business partners and the world at large.

Building that trust is what good PR and communication practitioners do. And in a world where increasing sophistication requires increasing specialisation, good PR and communication practitioners have the opportunity to hold organisations together by providing and managing the central cultural benchmark against which all actions within the organisation should be judged. It's not an easy role, but who else is going to do it?

There are of course a whole gamut of 'ifs and buts' behind the assumption that the PR/communication function now, as never before, has the opportunity and indeed the duty to adopt a far more prominent and central position in the organisation. In the first place, the people who practice this function have to be equal to the challenge, which effectively means that they have to abandon a functional mentality in

PR finally has the opportunity to shake off the mantle of 'second fiddle' and to assume a far more important presence in its own right - at the very nerve centre of the organisation





# centre stage

favour of a boardroom mentality. Not only do they have to understand the 'business of business', they also have to have the insight and indeed the guts to inject a whole dose of so-called 'soft skills' thinking into traditional number-crunching environments. You can't after all, place a numeric value on 'trust'.

That's quite a tall order, especially for one person or one small group of persons within an organisation charged with managing communication. Good PR and communication agencies, however, can fill that gap by providing support across the breadth and at the depth that will make organisational leadership sit up and take notice.

In the second place, a PR/communication strategy is never going to be particularly effective if it is not presented as a holistic, integrated and measurable device that goes to the very heart of the business strategy itself.

All of that assumes, of course, that there is a business strategy in place in the organisation in the first place - beyond merely the obvious desire to grow the business, or more recently, regrettably, to simply stay in business. But even in those instances where such a basic core document is lacking, or where it is simply a meaningless set of words that nobody adheres to anyway, PR and communication should be responsible for seeing that a dynamic business strategy is formulated and implemented.

## ACHILLIES HEEL

Measurement has long been the Achilles heel of the PR and communication industry. And yet, when all is said and done, the simple purpose of PR and communication is to ensure that the organisation's stakeholders or audiences: (a) understand the message that is being conveyed, (b) believe it and (c) act upon it, and there's no better way to find out if these objectives have been achieved - i.e. to measure the performance of the function itself - than to ask these stakeholders what they understand, what they believe and what difference it makes in their lives.

A good research capability, therefore, is crucial to a properly functioning PR/communication department or agency. Apart from providing useful information, the process of engaging with stakeholders - whether formally or informally - through research underscores the central tenet of sound (two-way or multi-dimensional) communication practice.

In this brave new world in which PR and communication practitioners become the custodians of an organisation's culture and the promoters of its credibility, Chief Executive Officers and Managing Directors, representing the face of the organisation and usually acting as their chief spokespeople, should and will inevitably turn to the PR and communications people for counsel and advice. It is an entirely appropriate relationship, given the liaison and engagement function that CEOs and MD are required, but are often unqualified, to fulfil.

## TRAINING IS NEEDED

Similarly, managers and leaders in an organisation remain as vulnerable as ever to a lack of adequate knowledge about how to communicate - with their staff, customers, business partners and others, let alone the media and other critical influential bodies - and it remains essential that PR and communication practitioners and agencies should provide the appropriate training, support and coaching. Again, therefore, it is important that practitioners and agencies should have these competencies.

Traditionally, PR and communication might incorporate such disciplines as public affairs, media and investor relations and internal communication. Now, however, the function increasingly overlaps with several other areas - customer service, organisational development, human relations, industrial relations and marketing to name but a few. Which of these, after all, does not rely significantly upon sound communication, defined as engagement (awareness/knowledge/understanding and interaction) and collaboration (commitment and action)? And it is in that combination of 'head and heart' space that PR and



communication must fulfil its role.

As for the more traditional PR/communication functions - handling the flow of information between the media, investors, staff and the interested public - the simple truth is that technology and a proliferation of channels has resulted not only in information being far more widely accessible, it has also allowed your audiences to talk back, to talk amongst themselves and to talk publically about your organisation. Consumers of information can experience, see for themselves and compare, in a way that was unheard of only a few years ago.

Understanding the shift - some would call it a revolution - in the way we engage with our audiences, PR and communication practitioners cannot hope to control content and channel. But they can and must build relationships based on credibility, consistency, clarity and ultimately the culture of the organisations that they represent.

If message and medium is no longer the primary focus for the PR and communications professions, then credibility and culture surely is. And it is precisely in these areas, which are not only at the heart of the organisation, but which actually define and determine corporate personality, where professionals have their most important role to play to date. ◀

*Glenn Bryant, is head of communication strategy at Lange 360*

# Does size matter?

## The key to successful measurement

By Galia Kerbel

**CLIENTS, MARKETING** and brand managers still view PR with caution. It would seem as though our industry is continuously judged by its worst depictions, most recently and notably in the *E!* network's reality TV initiative called *The Spin Crowd*. Let's face it, if that's what we're being judged on, we would indeed have a lot to be embarrassed about and apologise for!

Thankfully, our reality is rather different to what our friends at *E!* claim it to be. Our local industry doesn't consist of vain, fluffy PR execs, but rather skilled professionals who are results-driven and want to grow and retain their clients' appreciation of what a solid Public Relations campaign can deliver. PR needn't be perceived as simply an immeasurable 'add-on' to an above the line campaign; it is a powerful communications tool which can be quantified with tangible results. Changing this perception may be an up-hill battle, but one which none of us should shy away from.

PRISA, Public Relations Institute of Southern Africa, has said, 'The majority of Public Relations practitioners use the Advertising Value Equivalent (AVE) measurement method which compares the cost of a paid advertisement with the same amount of space or airtime of an unpaid publicity item.'

'PRISA is concerned about the trend within the industry where the advertising equivalent value is frequently exaggerated by using multiplier factors based on prominence, image impact, prestige of the media channel and other criterion. This results in attributing inflated and subjective values to media publicity against the comparative value of paid advertising space or airtime.'

Indeed, there is no scientific proof supporting the use of the PR values addressed in the PRISA statement above. The clients' perception of this being an industry standard then has a negative knock-on effect. Not only is the reputation of the offending agency tainted indefinitely, but also, it casts a dark shadow over the industry as a whole. Essentially, we're being bad PR's for the PR industry.

It is my opinion that measurable deliverables are things that need to be considered



on a case-by-case basis, with guidelines relative to each client's business objectives. With almost two decades of industry experience, I have come to understand that each client's requirements differ. The key is getting to understand your clients' objectives. This not only allows you to create a strong focused strategy, but it also enables you to manage your team towards achieving a common goal.

Client's goals could consist of not just the quantity of coverage and AVE generated, but also the nature of the coverage and other important factors, such as:

- What did the coverage do for the brand?
- Has the intended message reached the clients core target market?
- Has there been a positive reaction from the public?
- Have the results exceeded the return on investment (ROI)?
- Has the PR activity impacted sales?
- Has the campaign increased consumer interaction with the brand?
- Did the right number and calibre of guests

attend the event or interact with the brand?

- What was their feedback, if any?
- Did your client's CSI initiative deepen brand buy-in or consumer loyalty?
- Did the campaign increase client's market share?
- Has the brand now been positioned as a leader?
- Has brand perception been impacted by the PR exercise?

The above factors are all quantifiable and can be reported to client in the campaign debrief. Often these are the questions they want answered, the results they want to see. So don't be shy to ask the question upfront: 'How would you like your campaign objectives to be measured?' As a result, not only will you be strengthening your relationship with client and hopefully retaining their business, but you would be doing the PR industry a great service as a whole. ◀

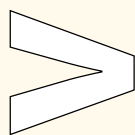
*Galia Kerbel is the managing director of full-service Public Relations agency, Greater Than*

MEASUREMENT



# The year of living digitally

By Bridget von Holdt



**THE CHALLENGE** of keeping up with a rapidly changing and growing - digital communication industry is one that

cannot be met 'on the fly'. Just like the rest of a company or brand's communication initiatives, the digital and social media arena must be part of a communication strategy to be effective.

With reputation management and corporate communication firmly within the scope of what a good communication practice offers its clients, I believe social media and online initiatives must form part of our offering. It's just like creating a 'Brand Bible' to ensure consistent messaging throughout an ad campaign: A single entity taking care of a company's on- and off-line practices is vital to consistency and keeping messages and brand values clear. Word of mouth marketing is a key driver in consumer perceptions and - ultimately - buying habits. Online - and particularly social media - is

digital word of mouth. It is an opportunity for brands to engage, right down to a one-to-one level, with their clients. Importantly, these interactions are measurable and manageable.

While there has been a certain resistance to 'getting involved' in social media objections have mainly been about brands not being able to 'control' what may be said about them online. It's a valid fear - which is why management is vital to the process. The value for brands is in actively engaging with prospective customers; and in being able to 'listen in' on conversations around the brand. In reality, no brand has control over what people say online - the best, they can do is manage the process professionally.

In knowing how to manage this effectively, brands encourage Rule No 1 of social media - don't disregard the commentary. Working with commentary - even when it isn't what you'd like to hear - can be a valuable exercise in brand and reputation building. So, along with the areas of expertise a good

communication company has developed over its lifespan, I see digital as an extension of our services. Social media is an area that can work exceptionally well for clients, which is why the take-up, even among smaller companies, has been on a steady growth path.

Social media is not going away, as evidenced by Facebook's 500 million membership. Some 200 million active users access the site through their mobile devices, a statistic that is making South African brands and companies take notice, given that our markets are more likely to access information via their cellphones than via computers. And, while marketers still look for ways to monetise social media, communicators are already making use of the space for brand management and awareness. It's no longer the future, it's the present. ◀

*Bridget von Holdt is the CEO, Inzalo Communication*

Think you know what a  
PR agency can do?

Think again.

**FLEISHMAN**  
INTERNATIONAL COMMUNICATIONS  
**HILLARD**

# Reshaping PR as a creative discipline

By Dan Pinch



“It’s a great time to be in PR, but if we don’t all move with the times and re-skill ourselves the opportunities will pass us by”

campaign. In fact, they don't even want a 'campaign', they want an ongoing idea or a platform that works equally in paid for and earned media space. This all adds up to a massive opportunity for the PR industry and a bit of a headache for the more traditional ad agencies that have got used to running the marketing show. But, PRs face some serious challenges in South Africa. Unfortunately, those who consider themselves creative marketers, usually head for ad agencies when starting their careers. As an industry, we need to coax some of the top creative brains our way and learn how to bring out the crazed genius in the people we already have in PR. On the client side, most senior people are very used to an ad-centric way of running campaigns and don't really know how to get truly integrated work out of their agencies. Within the PR industry, we need to boost our strategic and creative skills to be able to sit as equals around the table with marketing disciplines and help sell the benefits of integrating creative PR into client's plans.

As an agency, Atmosphere has refocused business around delivering creative PR campaigns (which means not waiting for our clients to come up with news but finding things they can do that are genuinely newsworthy). Perhaps the most important (ongoing) step in this business shift is educating ourselves and we do this in a number of ways. We watch closely what is happening overseas and share the best ideas amongst our team. We have started following international awards such as Cannes Lions and pushing ourselves to enter. Working with a number of ad agencies on shared accounts has also given us plenty of opportunity to understand how they work and borrow some of their best practice (and hopefully pass back some knowledge of PR in return).

It's a great time to be in PR, but if we don't all move with the times and re-skill ourselves the opportunities will pass us by; and we'll be stuck sending out press releases about the latest TV ad campaign to an uninterested media (heaven forbid). ◀

*Dan Pinch, is the creative director at Atmosphere*

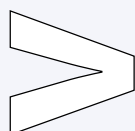
**SOMETHING MYSTERIOUS** has happened over the last couple of years. Something no one would have guessed would happen. The ad industry discovered PR (it happened shortly after they discovered the internet). I'm basing this on looking through the entries at the Cannes Lions over the last couple of years; check out Gatorade's Replay and Queensland Tourism's Best Job In The World for starters, both Grand Prix winners. The best campaigns from the ad industry recently have had massive PR reach (or earned media as our ad cousins like to call it). The local ad men have also started throwing around stats such as 'this campaign achieved five million Rands worth of media space', as key selling points in their award entries; It's almost as if unless your ad campaign also has a media storm of excitement

attached to it, it's considered a flop. There are several reasons for the discovery. Media fragmentation has meant that the cost of reaching massive audiences with paid for media is vastly more than it used to be. The recession has slashed budgets, but sadly not client expectations, and marketing is being forced to be more efficient. The web has created a whole new realm in which earned media is by far more effective than digital ads (the rise of bloggers, tweeters and other noisy online types). Perhaps worst for paid for media is that consumers are now so saturated with ads they've stop paying attention and have little trust in them. The result of all this change is that clients (particularly on global brands) are informing their agencies that they no longer want an ad at the centre of their marketing

CREATIVE DISCIPLINE



# PRISM awards



For the first time in the 14-year history of the Prism Awards, this year's entries have reached a record-breaking 163, which is more than double last year's entries. *AdVantage* magazine recognises the winners in two categories: Media Relations – the winning agency will be given a quarter page ad, including material make-up, and Best Public Relations Professional in Media Liaison – a Q&A profile will be developed and published in *AdVantage* magazine

PRISM AWARDS

Category No	Name of Category	Consultancy/company	Sponsor	Programme name	Client	
2	NGO campaign	On Course Communications	Anglo American	Cape Town International Kite Festival 2010	Cape Mental Health	Gold
5	Media Relations	Gautrain		Dreams do come true	Gautrain	Gold
5	Media Relations	Ogilvy Public Relations Worldwide Cape Town		Sodastream	Sodastream	Gold
6	Corporate Communication	Marcus Brewster Publicity	FinMedia24	Mango	Mango	Gold
7	Launch of a new product	Traffic Communications		Launch of Women's Health Magazine in South Africa	Touchline Media	Gold
7	Launch of a new product	Marcus Brewster Publicity		MTN iPhone4 Launch	MTN	Gold
9	Consumer public relations for an existing product	Marcus Brewster Publicity		Kelly Rowland "Everywhere you go"	MTN	Gold
9	Consumer public relations for an existing product	Traffic Communications		Veuve Clicquot champagne Yellow by Design	Veuve Clicquot	Gold
9	Consumer public relations for an existing product	Atmosphere Communications		ghd Public Relations Campaign	ghd South Africa	Gold
9	Consumer public relations for an existing product	Livewired Public Relations		Duracell South Africa, The Power to Break World Records	Fore Good Group	Gold
10	Consumer public relations for an existing service	Tribeca Public Relations		FNB Whisky Live Festival	FNB Whisky Live Festival Public Relations Campaign 2010	Gold
11	e-Public relations/Social media	Retroviral Digital Communications	Mobilitrix	Nando's: Introducing our CEO (Chicken Excellence Officer)	Nando's South Africa	Gold
11	e-Public relations/Social Relations	Atmosphere Communications	Mobilitrix	Steri Stumpie Flavournation	Steri Stumpie/ Parmalat SA (Pty) Ltd	Gold
11	e-Public relations/Social media	Marcus Brewster Publicity	Mobilitrix	Mango	Mango	Gold
12	Public relations on a shoestring	Greater Than		The Pedigree® Ahound South Africa Tour	Mars Africa - Pedigree®	Gold
12	Public relations on a shoestring	Atmosphere Communications		Floors Direct with a focus on the Kronotex Range	Floors Direct	Gold
16	Financial services and investor relations	Atmosphere Communications	CIMA	SEB Symposium, general media relations and supporting consumer campaign	Sanlam Employees Benefits	Gold
18	Event Management	At Vogue Communications Agency	AV Direct CC	The Walking Dead	Fox International Channels	Gold
19	Technology	Atmosphere Communications	Spearhead	MWEB - Uncapped ADSL	MWEB	Gold
22	Publications	Ogilvy Public Relations Worldwide Cape Town	Marketing Services and Communications	Weylandts (Pty) Ltd	Weylandts (Pty) Ltd	Gold
23	Environmental	Ogilvy Public Relations Worldwide Cape Town		Stellenbosch University - Water Institute	Stellenbosch University	Gold
27	Soccer World Cup Campaign	Atmosphere Communications	Airports Company South Africa	The 'Not The World Cup' Campaign	kulula.com	Gold
27	Soccer World Cup Campaign	Marcus Brewster Publicity	Airports Company South Africa	Kelly Rowland "Everywhere you go"	MTN	Gold

# Is traditional PR dead?

By Anina Malherbe

**THE GLOBAL PR** landscape is rapidly changing.... And its not just effecting those in the luxury brand environment like my company...its across the board. Today, the world demands of PR to be more innovative and creative in its approach. Perhaps it's the recession, smaller budgets or just a natural evolution... PR in isolation is simply no longer sufficient in launching or building brand loyalty. With today's information overload, consumers demand something different, and want to be engaged on a level that is meaningful to them. Whether that objective requires creative event activations combined with PR, or customised collateral, brand ambassadors or one-on-one interactions with consumers, a different approach is definitely needed today to make PR more meaningful... The consumer needs

to be convinced the brand that they're introduced to is authentic and will add value to their lives. The problem is that most PR professionals and companies are only skilled and trained in PR (so naturally this is what their campaigns will focus on). Many professionals are not skilled in the other marketing disciplines that might provide the multi-tiered approach that is required of certain brand campaigns. But, brand owners are starting to wake up to the fact that perhaps just another straightforward PR campaign is not going to differentiate their brand from their competition. A more 360-degree type approach is needed today (with specialists in different product categories rather than disciplines), with touch points on different levels.

A good example is a campaign my company executed for Belvedere Vodka. Challenged by the fact that many luxury vodka brands have entered the South African market recently and that Belvedere could suddenly be classified as 'just another luxury vodka', my team and I went about designing a multi-tiered campaign that incorporated a few different disciplines, in order to give it personality and set it apart from the competition. While staying true to Belvedere's international brand philosophy, we went about customising Belvedere SA's campaign by giving it a uniquely South African twist. Internationally, the brand is extremely successful, and has a strong connection with artistic luxury - disciplines like music, film, fashion and art. Controversial personalities like Terry Richardson, Grace Jones and Vincent Gallo formed

part of the US campaign. Being a powerful campaign with a strong individualism and personality, this was a tough act to follow. We were also challenged by the fact that we needed to make it relevant to our market, especially the growing black market, and all of within very limited budgets. So, we went about unearthing what defined artistic luxury for the Belvedere consumer and conceptualised a multi-disciplined brand positioning campaign that was relevant and original. We conceptualised two consumer events (Joburg and Cape Town), both of which involved the appointment of 'brand evangelists' - young and upcoming artists from different creative disciplines. We recognised the fact that consumer influence starts at the inner circle of the creative hub of every city, and that if we influence the artists (trend creators), we can influence the whole community. Each artist produced individualised works of art for Belvedere, covering Photography (Natasja Fourie and Leah Hawker produced unique photo campaigns), Graffiti Art (Faith47), fashion and music. Many of these artists became part of our Belvedere events, where they participated in live art, creating interactive environments, where art formed part of the event environment. As part of the campaign, we also executed a publicity campaign (combining traditional media with more cutting edge media), a social media campaign, and a campaign-specific blogsite (incorporating all the artist's work). The campaign was extremely successful, and achieved a powerful impact within lean budgets. We've also used many similar approaches in campaigns over the past year, with products as diverse as property, luxury yachts, and wine estates. I think it's essential (for a PR professional) to master a few marketing disciplines. PR campaigns in isolation is simply no longer sufficient and the sooner PR professionals realise this, the better their chances of survival in a tough economic environment that's firmly looking into the future. The world today needs originality more than ever before and will demand it fearlessly and unapologetically. ◀

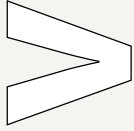


Anina Malherbe is the founder and MD of VIVID LUXURY PR & Marketing



# The 'write' way to approach the Consumer Protection Act

By Anton Behr



## DOES PLAIN

Language

Legislation change

the way you do business?

Section 22 of the CPA defines plain language. Section 64 of the National Credit Act (NCA) defines plain language. The Treating Customers Fairly (TCF) mentions plain language.

If a product or service is defective, or has caused harm, Section 61 of the CPA allows the consumer the right to sue anyone responsible for getting that product or service to the client. This is irrespective of whether the person was negligent.

"The reputational risk of non-compliance could be severe. Businesses would be well advised to actively prepare for the CPA to mitigate these risks. This will protect their business interests as well as their reputations and help them to avoid negative public opinion and potential loss of business," says Ina Meiring, Werksmans Attorneys.

The basic rules of doing business have changed with the CPA. Marketing and sales are not as simple as they were. The gift of the gab does not make a good plain language writer.

Branding, marketing and public relations companies write for the media and consumers. This does not necessarily make them good writers. It does not mean they understand plain language. The CPA makes these companies liable for the messages they write. The important thing to remember is that everyone in the supply chain, from the writers of press releases to the CEO of the company they represent, is equally responsible for the performance of the product or service.

You would think that everyone would know what plain language is. However, according to FinScope, only 45% of South African adults

have heard of the NCA. A further 21% have heard of it, but don't understand what it is. How many reasonable people with minimal consumer experience know about the CPA? More importantly, how many understand what it means to them?

There are seminars on the CPA and NCA at every turn. 'Experts' offer compliance assessments. Big business seems to be either ignoring the legislation or flocking to these seminars to find loopholes in the legislation. Of the many 'solutions' offered on web pages, in books and at seminars, no one seems to be tackling what needs to be done.

Seminars only tell you what the law means. They don't show you, or your staff, how to write in plain language. If the mention of 'a phrase free sentence' makes you wonder if I'm speaking about a reduced jail sentence, you need training.

Writing is the foundation of all communication - from the teenager on Mixlt to the 'crackberry' who can't go a minute without checking his Blackberry. Everything, from email messages to agreements, is written. Unfortunately, most business writers don't know how to write. This includes everyone - junior administrators, senior management and company directors.

Clear communication is the key to overcoming problems. As Kevin Roberts, Worldwide CEO, Saatchi & Saatchi, says, "Storytellers will be the heroes of the 21st century." Invest in your staff by providing them with adequate written communications skills. ◀

*Anton Behr is MD of Writers Write. He is the director of The Plain Language Programme, and advises The Finance Committee in Parliament on this subject*

communication solutions  
your **BUSINESS** is  
Our **passion**

- Public Relations
- Media Relations
- Event Management
- Strategic Planning
- Stakeholder Relation Programmes & Public Affairs
- Investor & Financial Communication
- Writing

69 Jan Smuts Avenue  
Westcliff  
Johannesburg

t. +27 11 646 9992  
f. +27 11 646 9938  
e. [bridget@inzalo.com](mailto:bridget@inzalo.com)  
[www.inzalo.com](http://www.inzalo.com)

**inzalo**  
communication

# Inter-agency collaboration: no longer just a pipe

By Catherine Lückhoff and Nicole Capper

Communication agency MANGO-OMC's directors look at the emergence of inter-agency collaboration, why communications agencies should take the lead, and share tips from recent collaborations they have spearheaded

**IN THE PAST, CLIENTS** often veered away from inter-agency collaboration, expecting the result to be bitchy in-fighting and a distinct lack of co-ordination. More recently, as the media continues to fragment and brands desperately and frantically try to position themselves consistently

across all the channels to reach their customer base; inter-agency collaboration has become a necessity. That doesn't always make it easier though. In 2010, there was a huge requirement for management of inter-agency collaborations on behalf of our clients. While communications doesn't necessarily have to

be the lead agency, in our experience, it often made the most sense.

The key to any campaign as we all know is consistency of message across all channels and activities. It is the communications agency that develops the messaging in unison with the client at a strategic level and then channels it to all communication platforms via the agencies working on the campaign. So, it is clear that consistent messaging, and often the success of the campaign, hinged on the leadership role a communications agency can take.

In addition, we understand the industry that each client inhabits, the target markets, the available channels and the best way to get the message across for each audience. Strategy, creative and implementation are - or at least should be - the strong suits

of communications agencies. Considering the client also inevitably turns to the comms agency if the wheels come off, it makes sense for us to be both involved from the 'get go' and also to be accountable for how that message is disseminated.

MANGO-OMC led inter-agency collaborations last year for *kykNet* and *Aardklop* amongst others. Agencies we worked with included digital, mobile, web developers, designers, marketing, advertising, copywriters and designers.

The non-negotiable requirements for success that emerged include:

1. Set a clear project goal and communicate it to all involved.
  2. Develop concise and well thought out messaging that can then be easily massaged to suit various channels.
  3. Agree on well-defined roles and responsibilities - and then trust the experts to do their jobs.
  4. Have a collaborative mindset. This is about achieving amplified successes that reflect well on everyone involved, rather than scratching out a bigger corner in the sandpit.
- So, as a communications agency you are up for the challenge of being lead agency on a collaborative campaign? Here are our tips for being a successful lead agency:
1. Pick your partners well. Different agencies and service providers have different strengths. You should know them well enough to know whom to bring in and also which combination of agencies makes a winning team for a specific campaign.
  2. Ask if you don't know. As the lead agency you should be clear on what you want the outcome to be and be knowledgeable enough about how to achieve this goal. That said, you are not expected to be a mobile or web development expert. Trust the specialists to do their jobs and ask the agency or service provider you are working with to supply the information you



Catherine Lückhoff



Nicole Capper





need. The client expects the lead agency to have a handle on things, to explain when things go right or wrong, and to offer suggestions on how to continuously improve. Make sure you have the right information at the right time.

3. Under promise and over deliver. Yes, it's a cliché, but if your client is happy, everyone wins. Managing expectations is key to the lead agency role and remember that when you are leading a collaborative effort those expectations run in both directions.

4. Project management might not be as sexy as creative work, but it's essential. Clear briefs, good budgets, tight project plans and good reporting with a keen eye for detail and campaign/message consistency is a winning formula.

The good news is that with a clear project goal, concise and well thought through messaging, well-defined roles and responsibilities, good partners on board and a collaborative mind set, success is often amplified by collaboration.

#### CLIENT:

kykNET

#### CAMPAIGN:

The national movie launch of *Die Ongelooflike Avonture van Hanna Hoekom*

#### AGENCIES:

Lead and communications – MANGO-OMC; Microsite – QuickOnline; Copywriting and translations – Marguerite Robinson; Nu Metro internal communications department; Spookasem Films; and NB Publishing

#### ACTIVITIES:

- **Web development:** The specifying and briefing of the microsite: [hannahoekommovie.com](http://hannahoekommovie.com).
- **Social media:** The Facebook integration for the microsite; building and maintaining the Hanna Hoekom Facebook Fan Page.
- **Content:** Content sourcing, creation and translations.
- **Publicity:** Working closely with the Nu Metro internal communications department to roll out the full-scale publicity plan (TV interview, magazine covers, print and radio interviews etc.)
- **Messaging:** Working with Nu Metro's web/online editor to ensure consistent messaging across all platforms.
- **Media partnerships:** Management.
- **Media launch:** Managing the media launch including the management and booking of the artists, their flights and accommodation.
- **Customer interaction:** Responding to web queries via the Hanna Hoekom microsite.
- **Project management (in conjunction with client):** Ensuring all deadlines were met and all aspects of the campaign, such as book re-releases and the DVD and soundtrack launch, were co-ordinated.

#### SUCCESSSES:

Widespread coverage + R1 056 407 AVE earned, excluding online and four magazine covers.

#### CLIENT:

Aardklop National Arts Festival – the biggest arts festival in South Africa

#### CAMPAIGN:

2010 festival publicity

#### AGENCIES INVOLVED:

Lead and communications – MANGO-OMC; Design – The Junction; Website development – Blueworld Communities; Copywriting and translations – Marguerite Robinson

#### ACTIVITIES INCLUDED IN CAMPAIGN:

- Copy writing and translations.
- **Media liaison:** Internal and external communications and media liaison with both consumer and trade media across channels.
- **Web development:** The creation of the website specification, sourcing of web development quotes, briefing the web development team, overseeing the development process for [www.aardklop.co.za](http://www.aardklop.co.za), aggregating the content and implementing regular updates.
- **Social media:** Migrating from a Facebook Group to a Fan Page, setting up the YouTube and Flickr accounts, integrating the social media properties into the website, implementing regular content updates, engaging with the community, executing the community manager role.
- **Dedicated media page:** A password-protected media page on the website allowed journalists to download high-resolution visuals, video clips, press releases and quotes for utilisation. All photo credits were included.
- **Media partnerships:** Management of all predetermined media partnerships and trade exchanges. (In 2011 these will be negotiated and managed by MANGO-OMC in full.) This involved briefing the designer on the artwork required for advertising space and ensuring this material reached the publication on time.
- **Media office:** Media invitations and RSVP management for all events (sponsors, friends of the festival, board of directors) and a full-time media office at the festival that managed tickets, interviews, launches and client requirements.

#### SUCCESSSES:

- Record attendance for the festival.
- The editorial media exposure for Aardklop alone, in straight AVE value, was in excess of R12 million. This excluding any ATL or BTL campaign spend and online coverage.
- During 2011, MANGO-OMC will be responsible for all aspects of the promotional and marketing campaigns including ad sales, marketing, eventing and design.

Catherine Lückhoff and Nicole Capper, MANGO-OMC directors

## CHATROOM

### Chatroom

**Contact person:** Gordana McNamara; Director; Angela Naumann, Director

**Tel:** (021) 422 2806

**Fax:** (021) 422 3378

**Email:** info@chatroom.co.za

**Website:** www.chatroom.co.za

**Physical address:** 303 Buitenklouf Studios, 8 Kloof Street, Gardens, Cape Town, 8001

**Postal address:** 303 Buitenklouf Studios, 8 Kloof Street, Gardens, Cape Town, 8001

**Date established:** 2000

### Chatroom Johannesburg

Block F, La Rocca Office Park, 321 Main Road, Bryanston 2191.

**Tel:** (011) 463 7078

**International Affiliation:** Consense Communications, Munich, Germany

Marianne Friese Consulting, Beijing, China

### Areas of expertise:

Public relations, advertising, brand, corporate communication, design, digital and coaching

### Company profile:

Chatroom is a full service communications agency. We specialise in strategic and creative brand development and brand communication. Our global and local clients benefit from the leverage achieved through our integrated consult, create, communicate approach.

Our Vision: Leading brands.

Our Mission: Building brand leaders and maximising brand value by providing strategic and creative brand management and communication solutions.

Our value propositions include:

- Strategic and creative brand management
- Creating synergies through an integrated advertising and PR approach
- Experience in complex product and service industries
- Strong focus on local positioning of global brands
- Highly skilled in gearing up local brands to compete in international environments
- Quality driven team with high attention to detail
- Good understanding of diverse target audiences

brand building, reputation management and revenue growth. Our experience, expertise and commitment will always maximise return on investment for our clients.

We are ranked within the top five PR consultancies in South Africa, with a track record that spans over a period of 25 years. We are present wherever our clients need us with a strong partner network around Africa and an exclusive global affiliation with Weber Shandwick Worldwide.



### Greater Than

**Contact person:** Galia Kerbel

**Tel:** (021) 481 1834

**Fax:** (021) 422 1789

**Email:** galia@greaterthan.co.za

**Website:** www.greaterthan.co.za

**Physical address:** Office 33, 210 On Long, 210 Long Street, Cape Town, 8000

**Postal address:** Office 33, 210 On Long, 210 Long Street, Cape Town, 8000

**Date established:** 3 January 2006

**Offices:** Cape Town

**Areas of expertise:** Public relations, communication strategy, publicity, media liaison, event management, promotions, press release writing, copywriting, social media, brand and media sponsorships and celebrity endorsements.

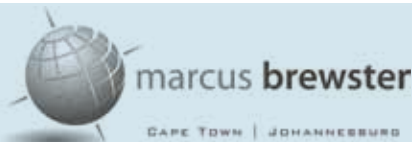
**Company profile:** Greater Than Prism Award Winner 2008 Best Small Pr Consultancy 2008 Pr On A Shoestring - M&M's® Shrek The Third Premier 2009 Best Small Pr Consultancy 2009 Event Management - Hugo Menswear Launch

Greater Than is an award winning national full service Public Relations agency specialising in strategic communication, media liaison, publicity, event management, crisis communications and brand and reputation management for consumer, business and lifestyle brands.

The agency boasts six PRISM Awards and has a growing client base of top local and international accounts. Brands that have chosen Greater Than as its trusted communications partner include Harley-Davidson, Hugo Boss, MWEB, Mars Africa, The Foschini Group, Pedigree and SAIL.

Companies choose Greater Than because of its hard-hitting measurable deliverables, knowledge and experience in the industry, exceptional service, strong media and celebrity relationships, local and international networks, strategic and innovative creative thinking, and most importantly, its 'Go, Go, Go' attitude.

Visit [www.greaterthan.co.za](http://www.greaterthan.co.za) or contact 021 812 2670 or [info@greaterthan.co.za](mailto:info@greaterthan.co.za) for more information. Follow the agency on Twitter, @greaterthanpr or join the Facebook group.



### marcusbrewster

**Contact person:** Marcus Brewster (CT) & Hein Kaiser (Jhb)

**Cape Town office:**

**Tel:** (021) 424 0470

**Email:** info@marcusbrewster.com

**Physical address:** Brewster Building, 77 Hout St, Cape Town, 8000

**Johannesburg office:**

**Tel:** (011) 022 9711

**Physical address:** 40 Wessel Street, Rivonia, 2128

**Email:** jhbinfo@marcusbrewster.com

**Website:** www.marcusbrewster.com

**Areas of expertise:** PR and commercial strategy, media and investor relations, crisis and reputation management, event and sponsorship management, social media, public affairs, internal communications

**Company Profile:** As both the FinWeek AdReview 2010 PR Consultancy of the Year and the UK-based PRCA's Global Consultancy of the Year 2010, marcusbrewster is the market leader in the golden circle of SA's top PR agencies. With an unparalleled track record for innovation and delivery - the most awarded PR firm in the country - the agency's 20-strong staff includes senior journalists, former MDs, publishers and lawyers who add gravitas to counsel as well as corner office strategic thinking.

The firm's proprietary output-based billing system ensures clients get what they pay for and concretises measurement and delivery.

Divided into two broad practice areas, corporate and commercial, marcusbrewster acts for everyone from African heads of state to FMCG brands. Its blue chip client roster includes: Absa, MTN, Seeff, Johns Hopkins Health and Education Services SA, Mango, PLAYBOY, Rezidor Hotel Group and the Travel Corporation family of brands.



### Gillian Gamsy International Communications

**Contact person:** Gillian Gamsy

**Tel:** (011) 728 1363

**Fax:** (011) 728 6613

**Email:** gillian@ggisa.com

**Website:** www.ggisa.com

**Physical address:** Houghton Place, 51 West Street, Houghton, Johannesburg

### Company profile:

GGi Communications is a full service communications consultancy, with offerings across media relations, corporate, financial, healthcare, crisis, consumer, internal and digital communications, corporate social responsibility and sustainability, government relations, advocacy and brand sponsorships.

Our diverse communications offerings focus on client

### Meropa Communications (Pty) Ltd

**Contact person:** Peter Mann

**Tel:** (011) 772 1000

**Cell:** 083 284 7869

**Fax:** (011) 772 1100

**Email:**

[petermann@meropa.co.za](mailto:petermann@meropa.co.za)

**Website:** www.meropa.co.za

**Physical address:** 36 Morsim Road, Cnr. 6th Street, Hyde Park, Johannesburg

**Postal address:** PO Box 781051, Sandton, 2146

**Date established:** October 1996

**International affiliation:** Chime Communications/Bell Pottinger Group (20% shareholders), Hill and Knowlton

**Offices:** Johannesburg, Port Elizabeth and Cape Town

**Areas of expertise:**

Strategic analysis, reputation and issues management, media relations, internal communications, corporate communications, CSI and brand building, investor relations, crisis communications, stakeholder management, media training and custom publishing.





**Unique selling point:**

Planned, proactive, independent, strategic communications programmes, highly creative, measured and rigidly systemised.

**Company profile:** Meropa is the industry leader of South African PR and has been servicing blue-chip clients for over 20 years.

With the best people, clients and systems; we are the only national PR consultancy with wholly-owned offices in Johannesburg, Cape Town, Durban and Port Elizabeth.

Global connections are via Hill & Knowlton and Chime Communications and our own African network, Africa One, which reaches 13 sub-Saharan countries. Meropa's 50+ staff includes 14 former journalists and editors. We are a full-service agency spanning strategic reputation management, crisis and issues management, brand PR, environmental communications, investor relations, public affairs, technology and healthcare communications, media relations and stakeholder management, media training, internal communications, events management and publications.

**The Phoenix Partnership**

**Contact Person:** Wendy Masters

**Tel:** (021) 686 2331

**Fax :** (021) 685 4936

**Email:** wendy@phoenixpartnership.co.za

**Website:** www.phoenixpartnership.co.za

**Physical and Postal Address:** North Block, Tannery Park, 21-23 Belmont Road, Rondebosch, 7700

**Date Established:** Feb 2002

**Offices:** Cape Town

**Company profile:** The Phoenix Partnership is a boutique public relations consultancy specialising in integrated communications for a variety of lifestyle, consumer and corporate clients. Major client experience across these sectors include: CTICC, Accelerate Cape Town, Madame Zingara, Cape Argus Pick n Pay Cycle Tour, Vineyard Hotel & Spa, One&Only Cape Town, Flagstone Wine.

We believe the best way to tackle a project with our clients is as partners. Our success is achieved from immersing ourselves in our client's business and the sector in which it operates. Our clients value that we are always upfront and honest about what we can achieve for them.

PR programmes to really deliver on client objectives. Our success lies in our ability to keep our finger on the pulse of an ever-evolving market and socio-economic climate. So, while we appreciate the value of traditional PR, we understand that sometimes, success requires an unorthodox approach. The Alchemist's unique brand of PR is offered to clients in the financial services, retail and renewable energy sector, amongst others, Absa Wealth, Panasonic, Jockey, Vestas and Concentrix Solar.

**The Firehouse Communications**

**Contact person:** Sandy Greaves Campbell

**Tel:** (011) 447 1805

**Email:** sandy@thefirehouse.co.za

**Website:** www.thefirehouse.co.za

**Physical address:** 40 Bompas Road, Dunkeld West

**Postal address:** PO Box 1872, Parklands, 2121

**Date established:** 2007

**Offices:** Johannesburg

**Areas of expertise:** Investor relations, reputational management, corporate and consumer PR

**USP:** Small, dynamic and passionate team of highly experiences and creative individuals who have a passion for communications. Integrated agency with digital and advertising offering.

**Company profile:** The Firehouse Communications is all about building reputations. The agency specialises in investor relations, corporate and consumer PR. Made up of dynamic individuals boasting diverse experience, you can rest assured with the knowledge that your reputation is in very capable hands.

Relationships are key to The Firehouse Communications and, as result, the majority of our clients have been with us for many years. We build strong partnerships and see your brand as our own.

The Firehouse Communications is also part of a larger group that offers digital and advertising, a combination that has ensured both our, as well as our clients' success.

**The Lime Envelope**

**Contact person:** Sarah Martin

**Tel:** (011) 704 7770/1

**Fax:** (011) 704 7770

**Email:** sarah@thelime.co.za

**Website:** www.thelimeenvelope.co.za

**Physical address:** Ground Floor, Diamond House, Building 816/1, Hammets Crossing Business Park, 2 Selbourne Rd, Fourways

**Postal address:** PO Box 2835, Northriding, 2162

**Date established:** 2002

**Offices:** Johannesburg

**Areas of expertise:** Public relations; promotions, events and launches including concept and production; conferences; media planning; copywriting; design and advertising.

**USP:** The Lime Envelope's management team has a combined 40 years' industry experience and is directly responsible for and involved in each client's portfolio.

**Company profile:** The Lime Envelope is a wholly owned PDI company, Proudly South African and a member of PRISA. The highly experienced management team are hands on with all clients. Our diverse portfolio of clients bears testament to the wide scope of the agency's PR expertise; which includes public relations, communications, media planning, events and design. Our specialised conference, events and promotions division is equipped to deal specifically with everything from product launches and conferences to promotional items.



TERESA SETTAS  
COMMUNICATIONS

**Teresa Settas Communications**

**Tel:** (011) 894 2767

**Fax:** (011) 894 1936 or 086 514 5332

**Email:** teresa@tscommunications.co.za

**Website:** www.tscommunications.co.za

**Physical address:** 17 Bella Road, Lakefield, 1501

**Postal address:** P O Box 10105, Fonteinriet, 1464

**Company profile:** Teresa Settas Communications is a turnkey PR agency with a blue chip client base that has benefitted from our commitment to superior strategic work and impactful results. Our reputation for consistent professionalism, intelligent campaign direction, passion for the job and the ability to develop powerful communications messages has seen the agency establish a strong foothold in industries including financial services/insurance, property, media and marketing, industry associations, trade and consumer exhibitions, consumer products, education and training, renewable energy and industrial products. We also conceptualise, manage and execute high profile events, launches, conferences and road shows supported by synergistic communications strategies. TSC is a verified level four contributor to BBBEE.

**For advertising opportunities call:**

**Sherrie Weir**

**Tel:** (011) 468 3717

**Cell:** 082 373 6149

**Email:** mediasales@iafrica.com

# REQUEST ADVANTAGE MAGAZINE FOR **FREE**

This simple, yet effective  
process will take you no more  
than 60 seconds!

Our database update is being done in accordance with the  
new National Consumer Protection Act No. 68 of 2008,  
which will come into effect in April 2011. So, to ensure that  
you are still able to enjoy our magazine, while at the same  
time guarantee that we are not sending it to you in error  
- please choose the most convenient option below to  
update your details.

Send a **blank email** to  
**register@media24.com**  
and we will reply with the  
necessary next steps.

**OR**

visit  
**www.businessmags24.com/register**  
to register online.

Please be aware that if we haven't received a  
response from you, your details will be removed  
from our database, **effective April 2011 and you**  
**will no longer receive AdVantage Magazine.**

# ad > antage

**THINK BIG!** MEDIA | MARKETING | ADVERTISING