



# A Strategic Communications Planning Process

## CONDUCT RESEARCH

- Learn/understand business plans and objectives
- Analyze marketplace and stakeholders
- Review communications needs with business leader(s)
  - Validate business plan understanding
  - Identify key audiences
  - Discuss communications objectives
- Process “data” with communications team

## DEVELOP COMMUNICATIONS GOALS & STRATEGIES ALIGNED TO BUSINESS STRATEGIES

- Establish measurable communications objectives aligned with business plans and objectives
- Create goals and strategies designed to achieve communications objectives

## CREATE MESSAGES AND TAILOR TO AUDIENCES

- Create overall message themes
- Conduct key audience/stakeholder analysis
  - Issues, concerns, needs, feelings
  - What they know/need to know
- Tailor primary and secondary messages that address issues, needs, concerns, feelings of each key audience
- Gather supporting facts for messages
- Test messages/refine

## EXECUTE PROVEN TACTICS

- Communications tool kits
- News releases and briefings
- Executive speeches/presentations
- White papers and backgrounders
- Brochures, newsletters
- Annual report
- E-mails
- Internet/intranet, Web casts

## MEASURE: LISTEN, REACT, REFINE

- Track response/reaction of key audiences
  - Review reports & news accounts
  - Execute surveys, conduct focus groups/soft soundings
  - One-on-one interviews
  - Tap the company grapevine
- Analyze stakeholder behaviors
- Refine/alter messages and tactics to improve effectiveness

*Source: Presentation of Tenneco Automotive's James Spangler at Conference Board Conference on Corporate Communications, May 2004*