



# NIGERIA PR REPORT 2018

**INSIDE THE PUBLIC RELATIONS INDUSTRY IN NIGERIA**







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## ABOUT NIGERIA PR REPORT

Nigeria PR Report is the country's first-ever annual report on Public Relations, dedicated to gathering, chronicling and analyzing data on trends, perceptions, challenges and prospects within the industry.

The goal of Nigeria PR Report is to purposefully place Nigeria on the global marketing communications map by producing annual analyses and giving significant insights that can help build a world class industry.

The report is prepared for the use of agency CEOs, brand managers, students, teachers, institutions, journalists, consultants, regulatory bodies and researchers.





## ABOUT BHM RESEARCH & INTELLIGENCE

BRI is an independent intelligence team working from Nigeria to gather and analyze data for brands and organizations in public relations, advertising, ICT and Media.

BRI is a division of BHM.

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## ABOUT BRENTT CONSULTING

BRENTT Consulting is a team of experienced researchers who provide accurate local data about Nigerian consumers and Nigeria's industries using cutting edge research technology as well as technical know-how of the local terrain nationwide to glean information from every aspect of the Nigerian marketplace, thereby, creating insights that mirror true customer experiences and true industry trends.

For more information, please send an email to [info@brenttconsulting.com](mailto:info@brenttconsulting.com), call +234 806 071 1106, or visit [www.brenttconsulting.com](http://www.brenttconsulting.com).

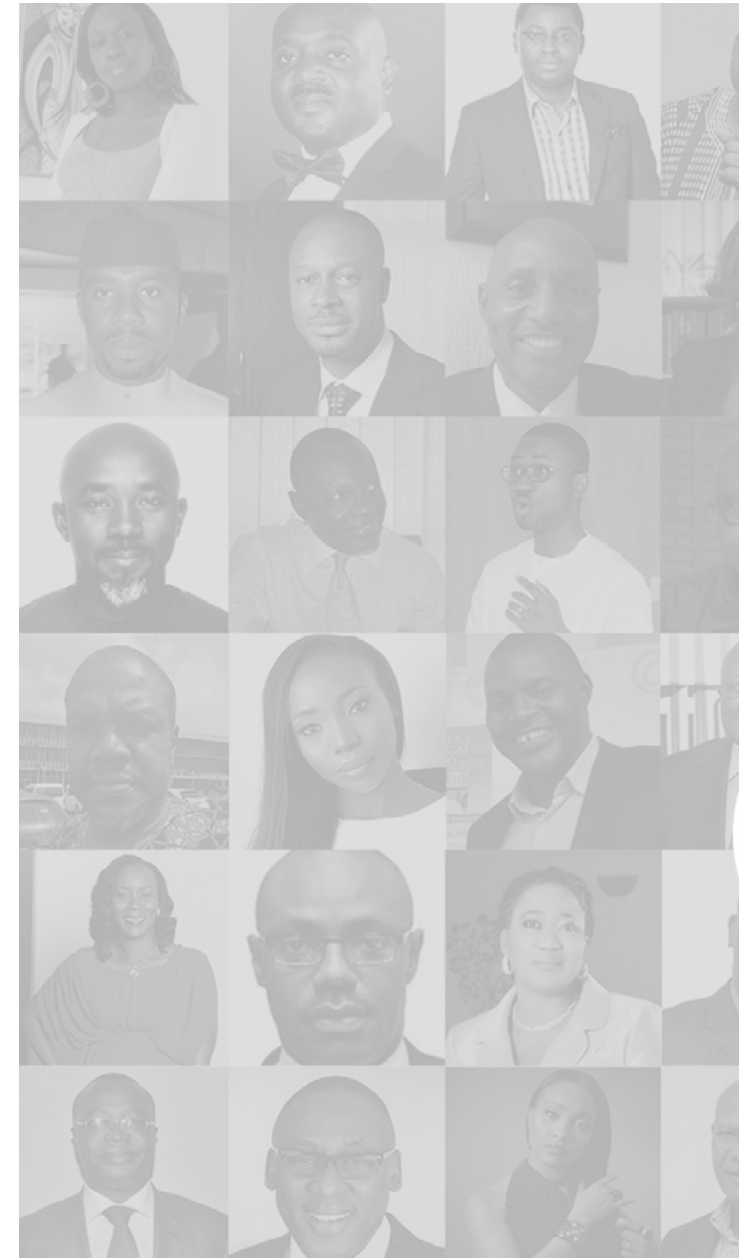




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Finally and importantly we'd like to thank the Public Relations consultants and executives that took time out to take part in the research and the NIPR and PRCAN for their continued support.





# FOREWORD: IN THE GAME OF PR, TRUST BEATS TECHNOLOGY

Are African consumers more sophisticated in using technology than their global counterparts? Technological advancements in Africa are evident - the continent has leap-frogged traditional landline connectivity to go online through mobile technology and this is creating a tipping point for the region.

The implications for PR has been pointed. There is an imperative for PR professionals to be sophisticated in harnessing technology to build value for clients. Yet, as the old adage goes 'the more things change the more they stay the same'. As the communications landscape is transformed by technology, the mastery of traditional principles of communication and relationship management become ever more important.

Digital and social media channels provide the platform for engagement and advocacy amongst a youthful, tech-fuelled population and with that comes the reputational challenges of



**Moliehi Molekoa**  
Managing Director,  
Magna Carta



a society that now has the power to communicate in real-time with its global 'neighbours'. Now, more than ever before, PR professionals are under pressure to be more thoughtful, more creative and focused on delivering value for their clients. What makes a PR person different from the regular 'tweet' is their ability to bring to bear the traditional principles of PR in a technologically sophisticated communications terrain.

Technology has robbed the PR profession of the luxury of time and the privilege of professional exclusivity. One thing this means is that the PR professionals cannot anymore stand aside as a 'consultant' or 'adviser' to a client, but has to stand alongside their clients as a co-creator of value in their brands. You are now a soldier in the army of your client!

PR professionals must not only develop a sophisticated understanding of their client's business. They must also cultivate the relationships and trust that facilitate access to business leaders and their thinking on strategy. This is the only way to perfectly marry specialist PR knowledge with a client's strategy to unlock and enhance value for clients.

The privileges PR professionals have previously had to build and protect a client's reputation today is more than just helping a client to project a positive image

externally, it is also about making the image count. Conversely, PR is not about selling products per se, it is also about shaping the markets to make client's efforts at expanding their business, improving that bottom line and building the trust of stakeholders to go further.

That said, as much as technology has enabled Africa reduce the gap with other parts of the world, the PR professional on the continents has unique responsibilities and much more to cover than counterparts elsewhere.

The most important of these is being able to facilitate open and transparent communication, this includes being clear on mutual expectations between the client and the PR advisor, which creates the parity that underwrites trust. Many agencies today have been reduced to takers of order instead of strategic partners. The same goes for clients where it's their right to expect high quality of work from advisers.

The second challenge is to be able to create meaningful conversations with the client about mutual value, which includes enabling agencies to invest in the capabilities, tools and talent they need to deliver superior value for clients. It is a dual responsibility that is resolved with methods of measuring value.



**Technology has robbed the PR profession of the luxury of time and the privilege of professional exclusivity.**

In brief, PR professionals today must measure themselves as much by the 'hard' value that comes from measurable outcomes, but also by the 'soft' value that comes from mutual trust with clients, and the commitment to build meaningful relationships that unlocks value.

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## INTRODUCTION

Since its maiden edition, the aim of Nigeria PR Report has been to use research to provide facts and statistics about the Public Relations industry in order to help practitioners improve on building better careers and business models, and eventually create a more sophisticated industrial environment for all stakeholders.

The study features valuable data for potential investors, agency CEOs, employees, government, clients, students, journalists, researchers and other associates of the PR industry. Criteria for success in coming years and yearly revenue are also touch points of the PR Report.

In 2016, research was carried out in two stages; quantitative research was pooled from an online survey which adhered specifically to the ESOMAR Guideline for Online Research, while qualitative research was derived from focus group sessions and individual interviews covering four PR stakeholder groups namely Staff, Agency CEOs, Media and Clients.

The online survey was sent out to about 400 respondents between April and June 2018 while 45 participants were invited for the focus group sessions. 387 people started the survey but 100 filled and completed the process. 25 people attended the focus group sessions. Majority of respondents were sourced from Lagos state, the focal PR industry location.

### Online Survey Respondents



Received Survey	<b>400+</b>
Filled Survey	<b>387</b>
Completed Survey	<b>100</b>

### Focus Group Participation



Invited	<b>45</b>
Attended	<b>25</b>

Majority of the respondents are from Lagos state

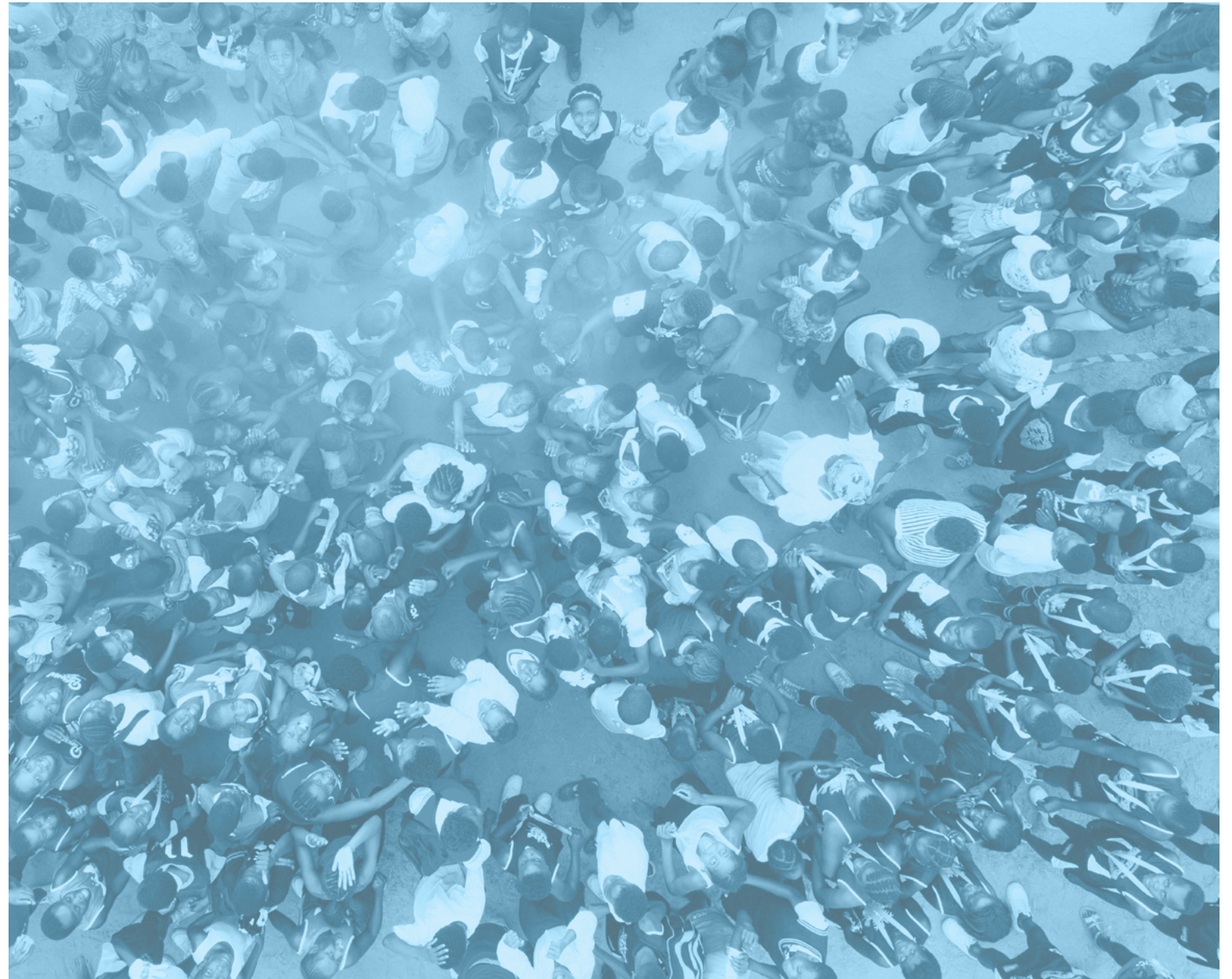




The research focused on the general perception of the industry, challenges faces, talents and creativity in the industry, work satisfaction and opportunities for growth, upcoming trends and measures for success amongst others.

Furthermore, the directory of PR agencies in this report includes existing and upcoming firms in the process of becoming certified members of the Public Relations Consultants' Association of Nigeria.

The importance of the report to the Public Relations industry in Nigeria can not be overemphasized. By modeling well-founded world reports such as the Holmes Report, World Development Report, Relevance Report, the Nigerian PR Report team continues to hope to create a standard global report that can easily be used for referencing details, instances and facts about the industry.





# RESEARCH FINDINGS

INDUSTRY OVERVIEW

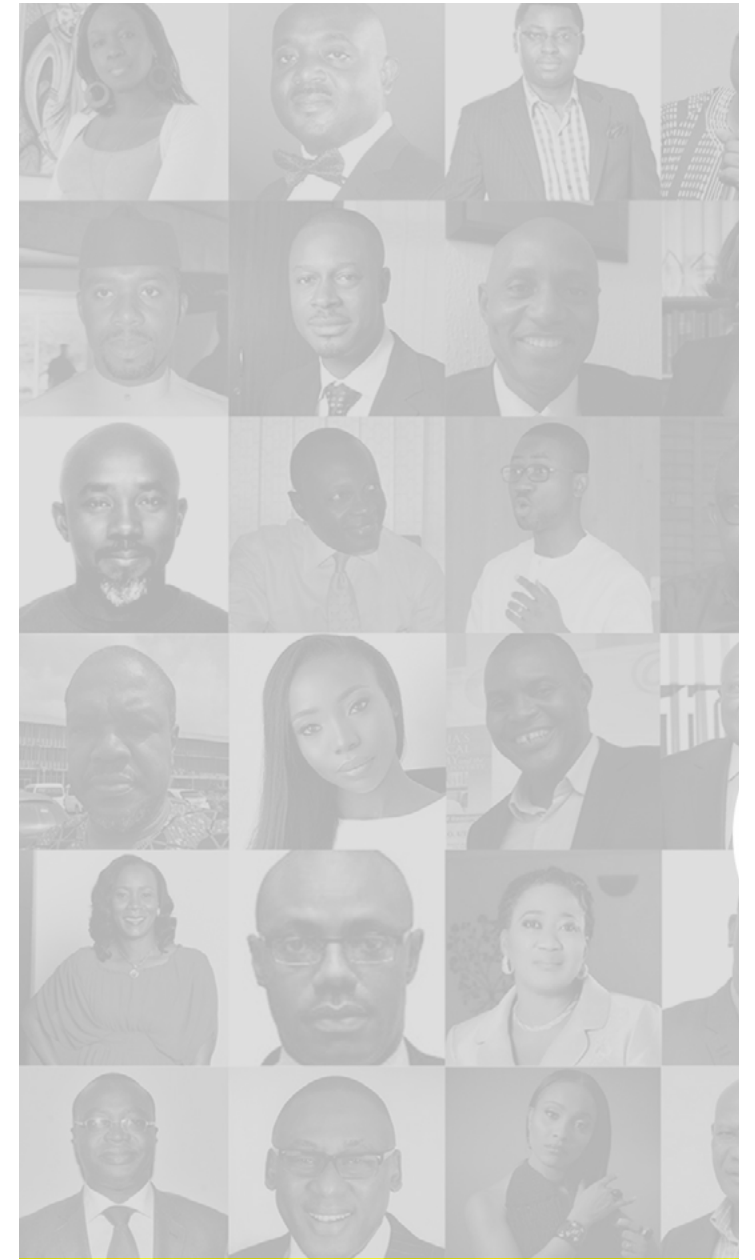
STATE OF NIGERIA'S PR INDUSTRY

HIGHLIGHTS FROM FOCUS GROUP DISCUSSIONS

CONCLUSION

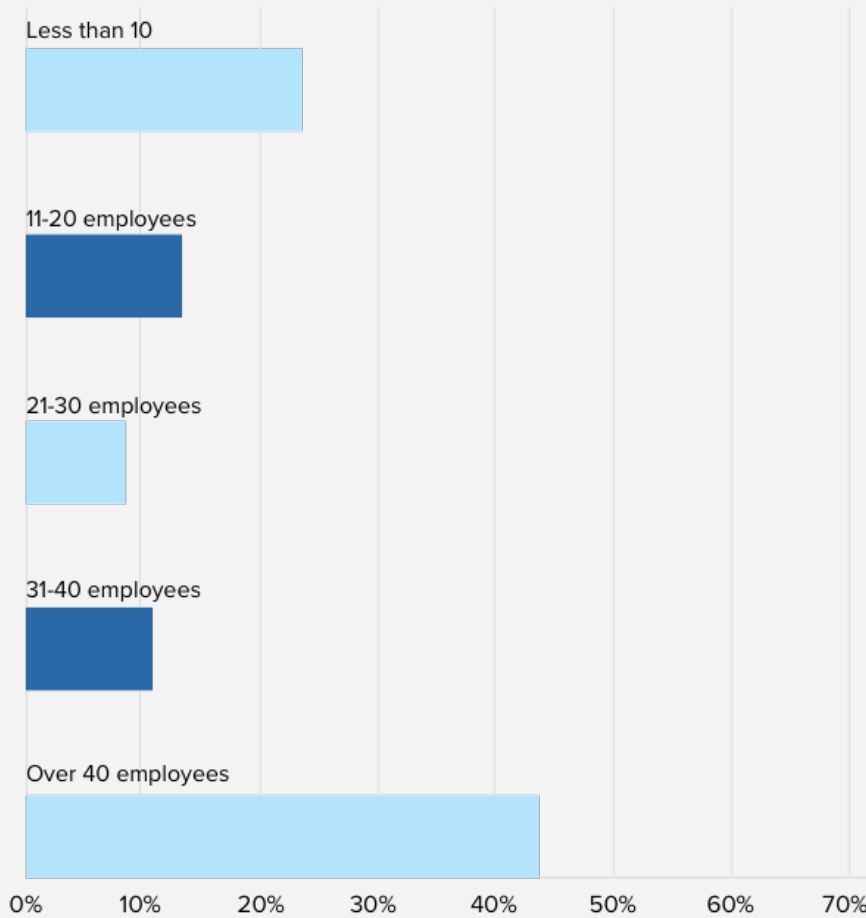


## INDUSTRY OVERVIEW



## A. SIZE OF AGENCY

What is the approximate staff size of your workplace?



**Many PR firms run as one-man businesses, and where there are dozens of employees.**

The global PR industry grew by 5% in 2017, based on the Holmes Report’s definitive annual ranking of the world’s top 250 PR firms.

Findings, this year, however buttress this point seeing that agencies have grown in size from the last research. Over 40% of the respondents claim to have over 40 employees. Executives state that aggregate revenue for the industry is growing as more agencies are able to bill increasingly more than previous years.

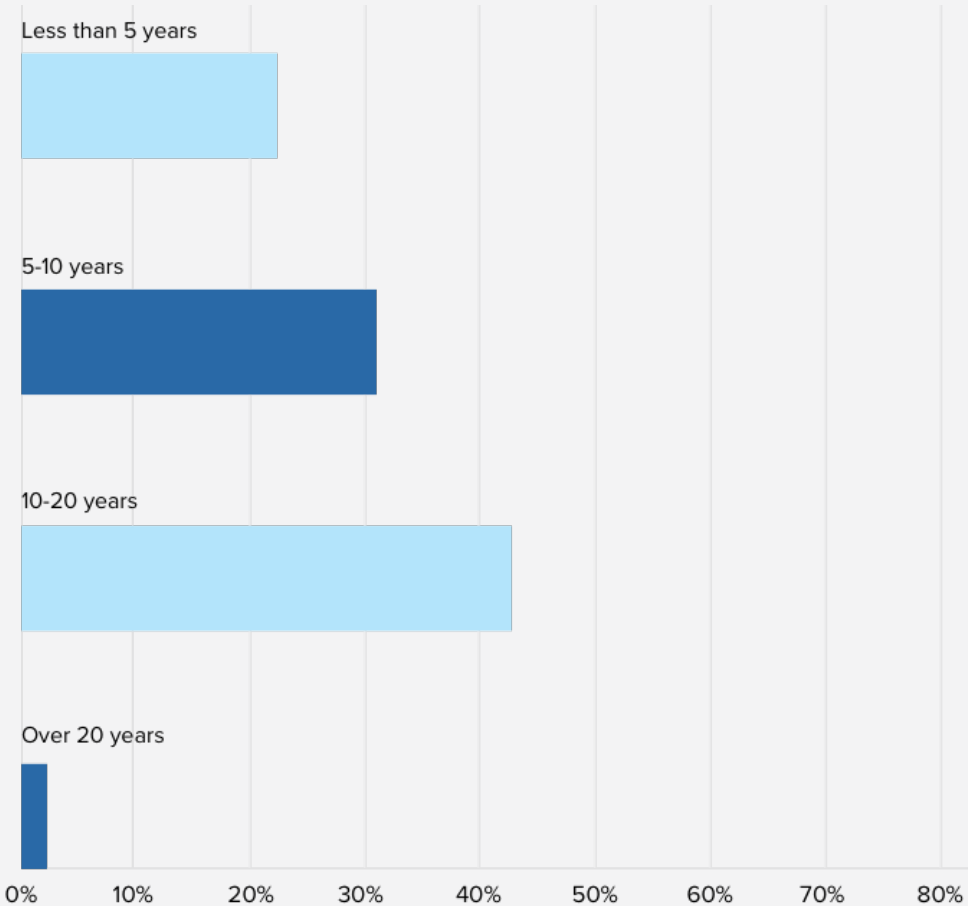
Over 50% of the respondents claim that they have less than 40 employees. It however remains that in Nigeria, most agencies are micro enterprises. As stated in the 2016 report, executives hinge this on two main factors; many PR firms are still sole proprietorships run as one-man businesses, and where there are dozens of employees. The high turnover rate in the PR industry sees employees move on to other sectors of the business or outrightly to other industries.

According to certain executives, 2018 and 2019 promise to be better than previous years, given the obvious recovery of the economy and a projected increase in government and political spend as the general elections draw closer.

There are also certain executives who believe that the industry is reaching a growth stage which will usher in more specialization. More agencies are choosing to specialize because the Nigerian PR industry is highly fragmented. Majority of respondents feel that practitioners and agencies are actively trying to adopt innovative technologies and tools that improve the efficacy and efficiency of PR.

## B. YEARS OF OPERATION

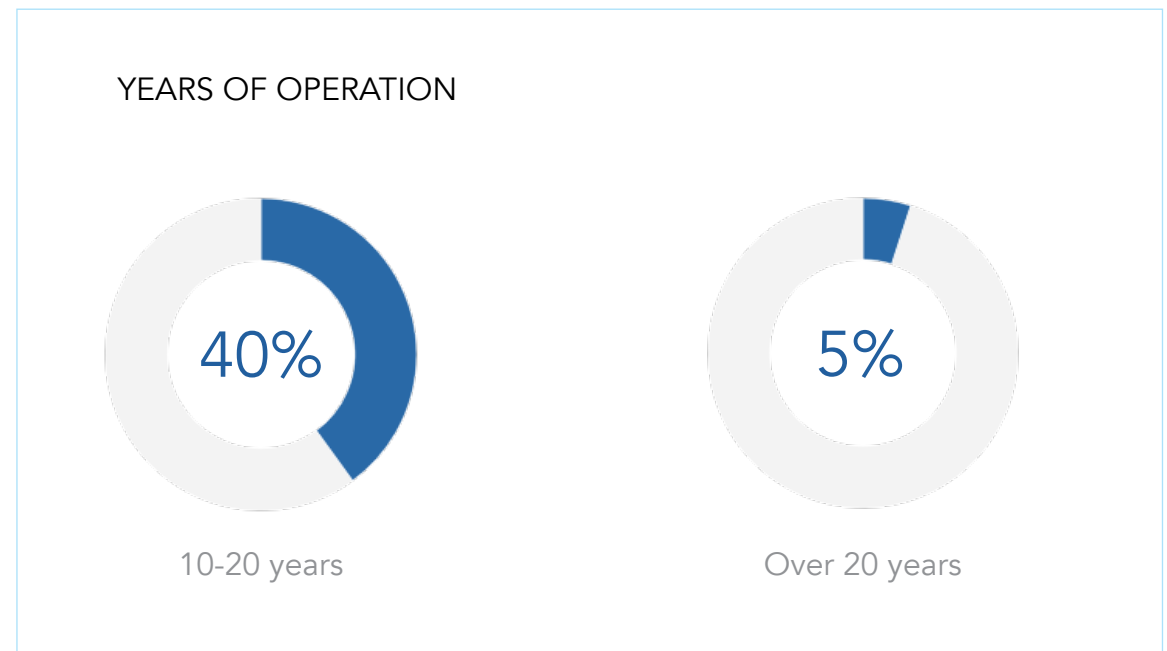
How many years has your workplace been in operation?



Over 40% of the respondents state that their agencies are between 10-20 years of existence but a little below 5% of the respondents state their agencies have existed for over 20 years. Juxtaposed against results from previous research, it can be said that agencies don't last very long when they cross the 20 year mark.

Consultants from the focus group discussions attribute this to certain media and "influencers" taking over the work of a PR agency at a fraction of the cost.

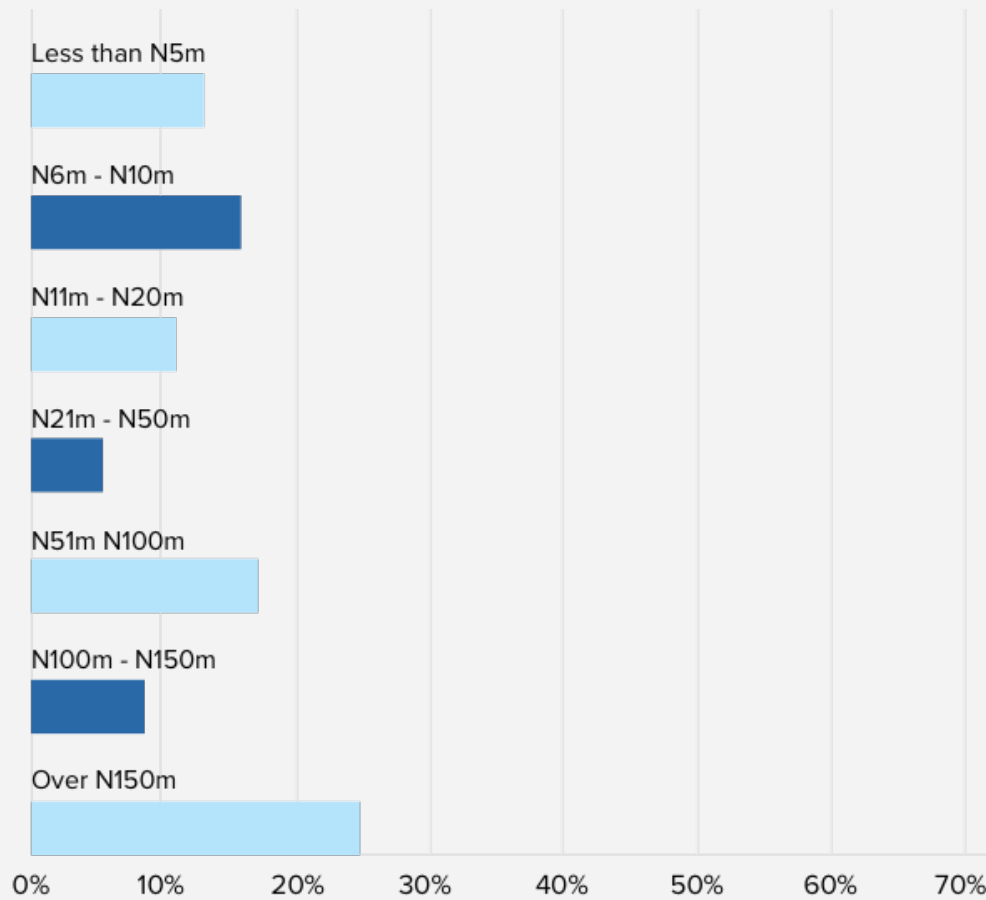
There are however a few more agencies beneath the 10 year mark. Respondents ascribe this to the low barriers to entry as it is harder these days to clearly define PR practitioners but there is a large number of people out there claiming to be PR consultants.





### C. ANNUAL PR REVENUE

Estimate or approximate the total annual revenue for your company/workplace in 2017 and 2018?



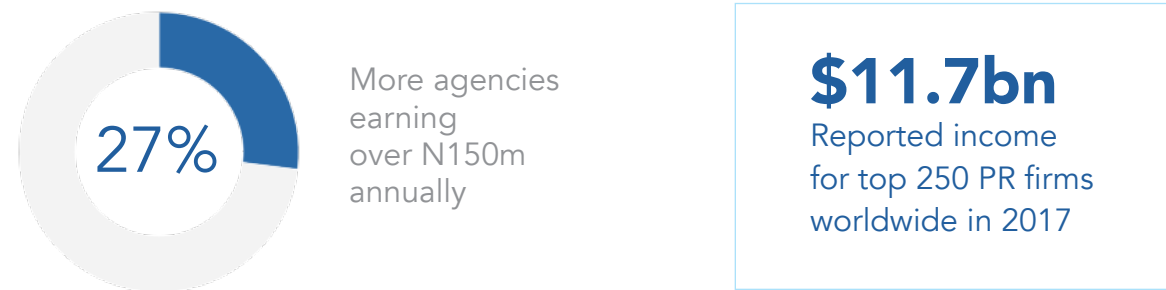
In 2015, a range of N51 million to N200 million was recorded as annual revenue for over 60% of survey agency respondents and it was indicated that firms within the low-income revenue band moved up to mid-income revenue band.

In 2016, the survey noted that a larger percentage of agencies in the country (33.87%) earned less than N5 million in 2015 while a quarter of respondents in 2016 (25.4%) made N150 million.

The survey this year however shows an almost even distribution across revenue bandwidths stated. There are however more agencies (27% of the respondents stated), earning over N150m annually.

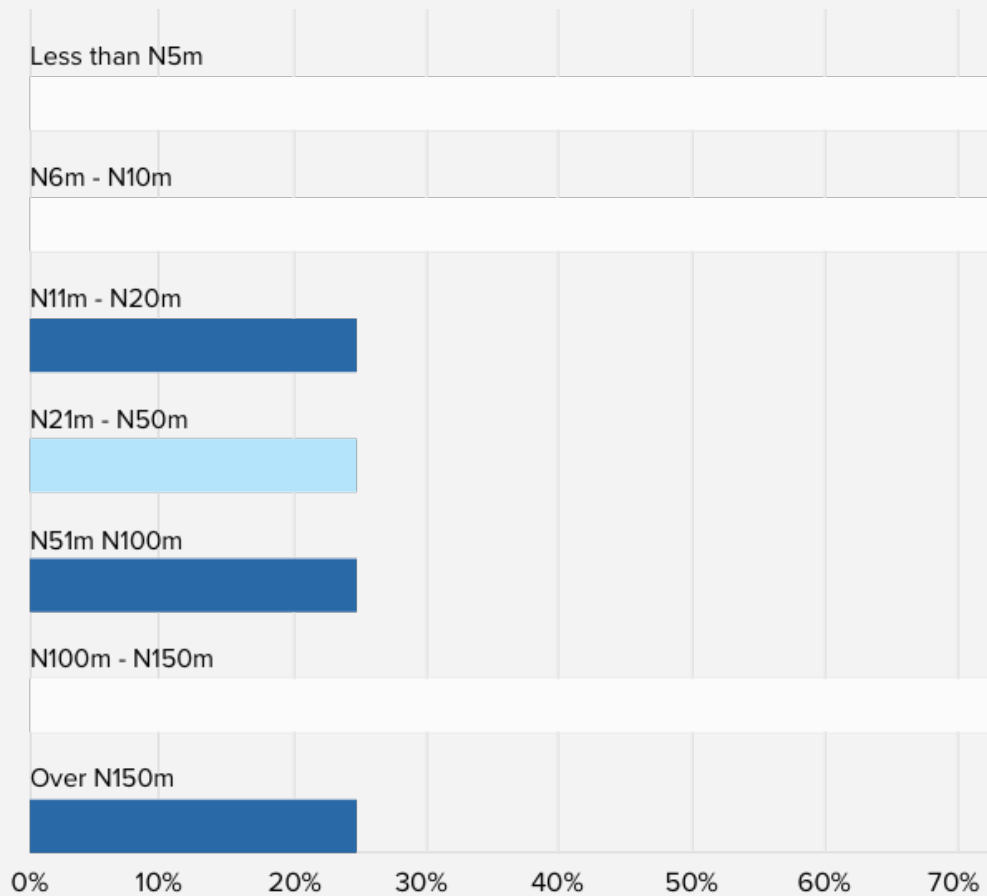
The Holmes Report reveals that the Top 250 PR firms worldwide reported fee income of around \$11.7bn in 2017, compared to \$11bn for last year’s Top 250 ranking. This instability across the years, in annual revenue results, continues to make it difficult to validate the actual income of PR agencies in Nigeria.

Executives, during the focus group discussion, stated that government spend will continue to go up as 2018 is the year preceding the general elections. An increase in political spend may mean more money for Agencies with Public Affair competence and clientele. It could however be disadvantageous for Nigerian agencies given politicians’ tendencies to shut-out local PR firms and engage foreign ones.



### D. ANNUAL PR SPEND

Estimate or approximate the total PR spend for your company in 2017 and 2018?



Respondents in 2016 stated that the annual PR spend for their agencies was between N6 million and N10 million, other agency respondents with the lowest percentage (20%) had budgets between N51 million to N100 million.

Respondents this year however range their PR spend between N11m and over N150m. This shows that agencies now command more budgets and are doing more work. It also shows that the “small-timers” as stated in the previous reports have been opened up to bigger budgets.

Consultants during the focus group discussions attribute this to bigger campaigns in 2018 like the World Cup. Some other respondents believe that the budgets still aren’t sufficient to execute proposed ideas and work planned.

It is however being reiterated that PR regulatory bodies push for standardized service and billing band within the industry to ensure that everyone gets a fair share.

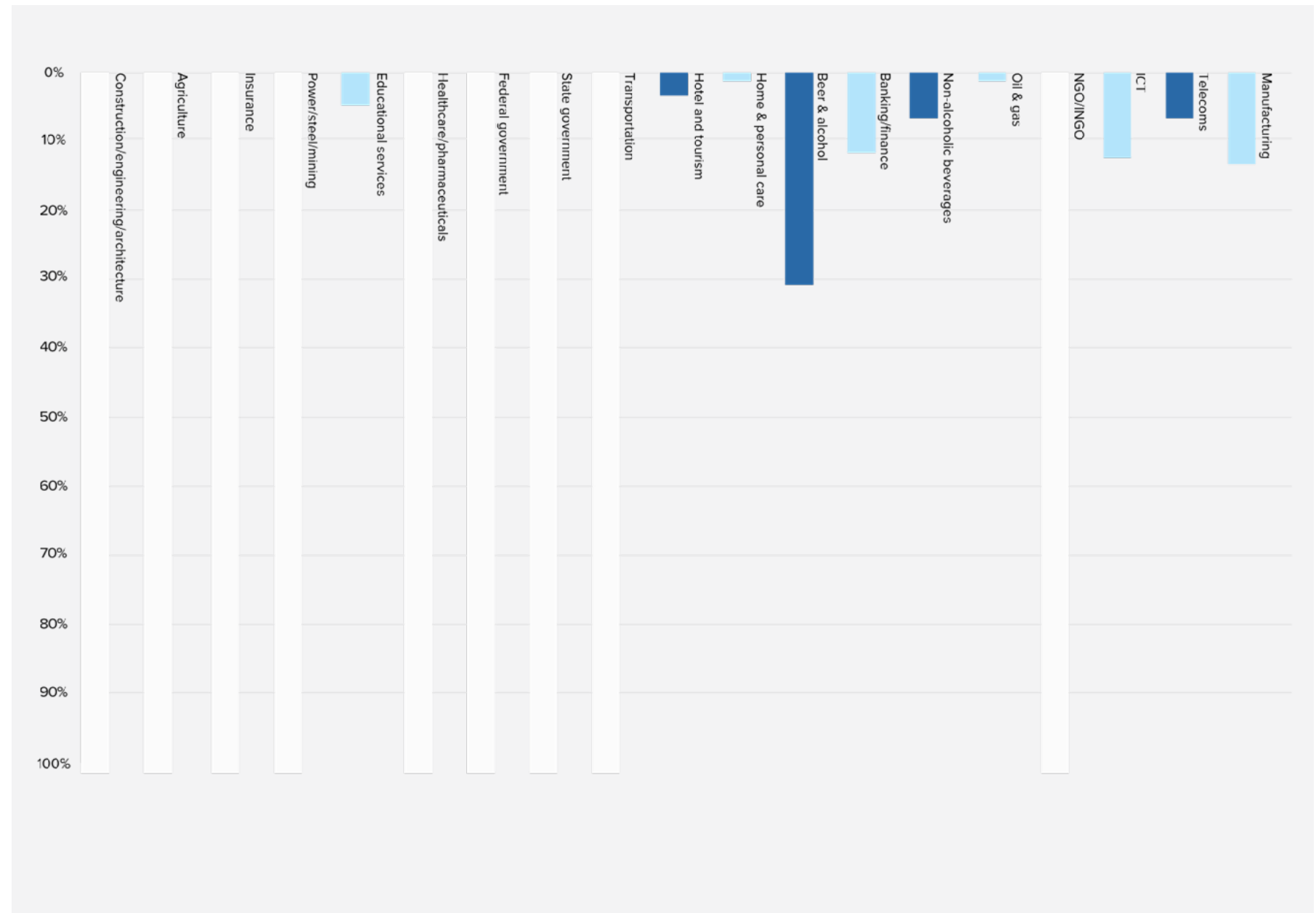


### E. TOP SECTORS SERVICED

In which of these sectors would you say the bulk of work come from?

Over 30% of the respondents indicate that the bulk of their agencies' revenue comes from beer and alcohol brands with ICT and manufacturing cutting in close with about 15%. This is a far cry from the results in 2016 which saw high numbers in banking/finance, telecoms and manufacturing.

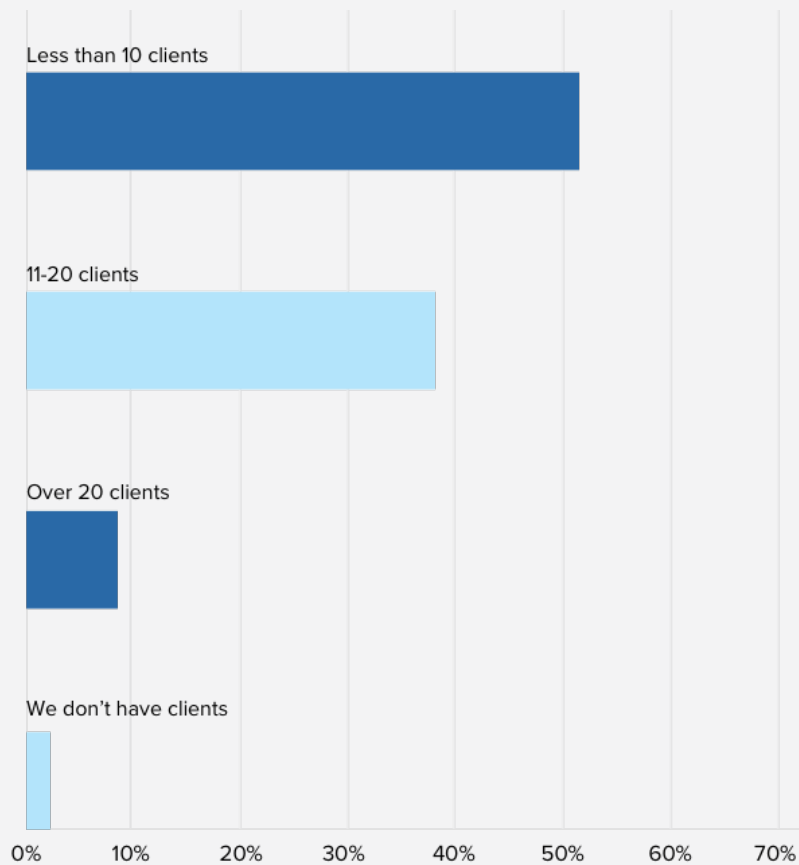
Respondents claim that the arrival of brands like Budweiser and the 2018 World Cup led to this rise. It is, however, expected that there will be an increase in engagement from the government/politics sectors with the general elections coming up in 2019.





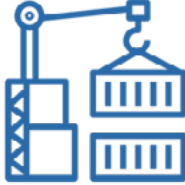
## F. CLIENTS/PORTFOLIO

Approximately how many active clients does your workplace/company manage?



In comparison with previous years, a large number of agencies still manage less than 10 clients.

Coming as a surprise however is the fact that there are agencies (3% of the respondents) who do not manage any clients. Agency respondents note that project-based jobs surpass retainership arrangements thereby explaining the downtime certain agencies go through.

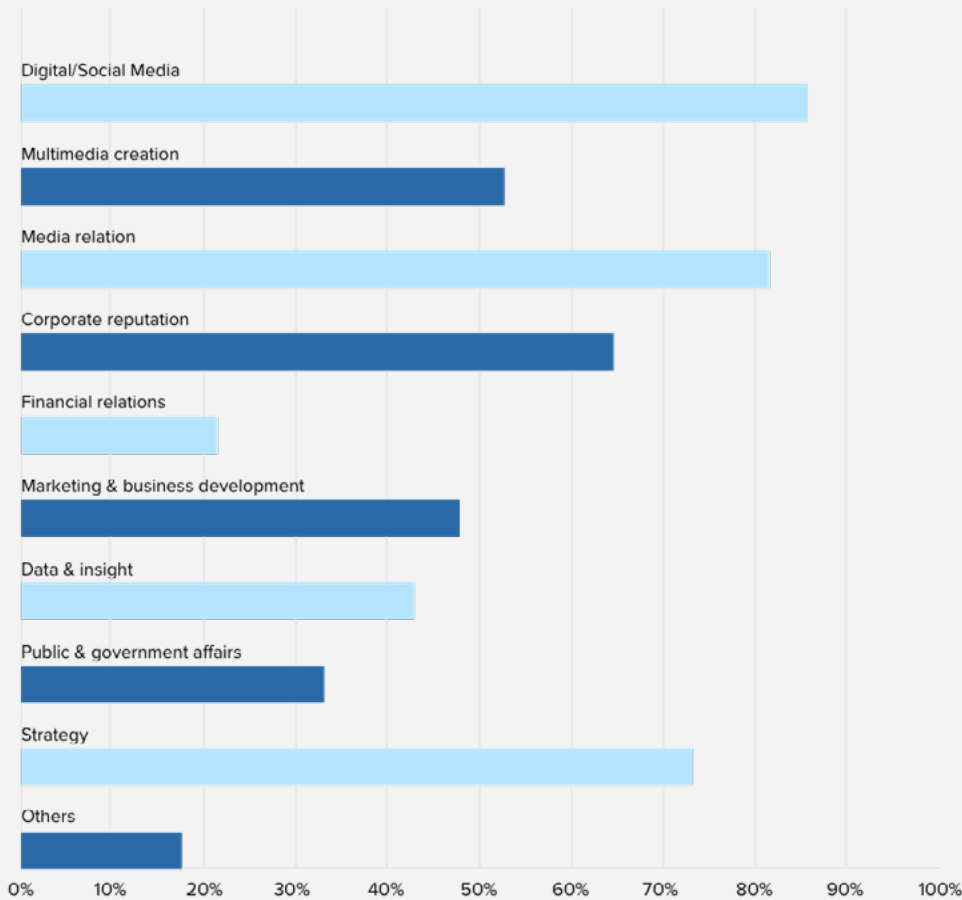


For 3% of the respondent agencies, project-based jobs surpass retainership

**A large number of agencies still manage less than 10 clients.**

## G. MOST POPULAR SERVICES OFFERED

Which of the following services does your workplace/ company offer clients?



Over 80% of the respondents state that digital/social media marketing is the most offered service in the Nigeria PR industry. In comparison with previous research the numbers keep growing showing that digital continues to prove itself to be king.

Media relations, strategy, corporate reputation and multimedia content creation come in close showing that clients value these services as well.

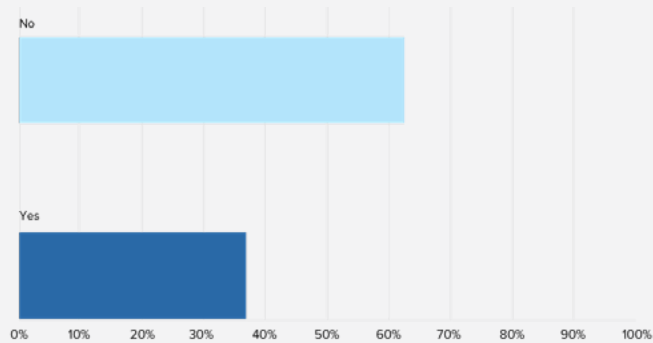
The results each year continue to prove that the rise of digital technologies and the opportunities available for creation, syndication and aggregation of information makes gatekeeping, upon which traditional Public Relations feeds, impertinent.

The dominance of digital marketing in PR comes as a result of the ease of measuring digital results. Calculating reach, impressions and engagement of social media and online platforms is very possible and the numbers are considered more accurate than that of traditional media.

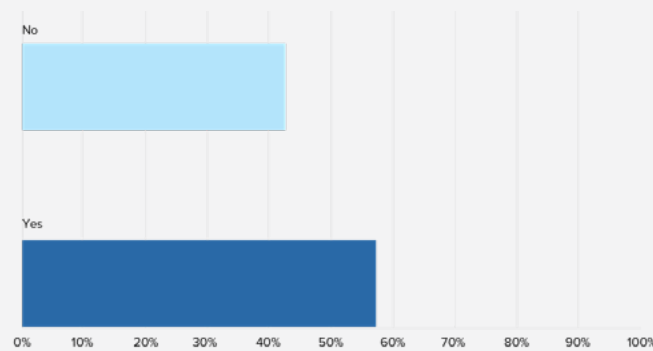
According to Okusaga, 2017, “the place and effectiveness of the traditional press briefings, news release and articles is being called to question and so the traditional ad-equivalency measure of PR value and other traditional concepts upon which the industry is built are starting to hold no water. Beyond the issue of reach and measurement are other issues such as the understanding of these digital platforms by traditional players and an ability to navigate the complexities created by new technologies in delivering results to clients.”

## H. INTERNATIONAL AFFILIATIONS AND SISTER AGENCIES

Does your workplace/agency have any international affiliations?



And is your workplace/agency part of a group or do you have sister agencies?

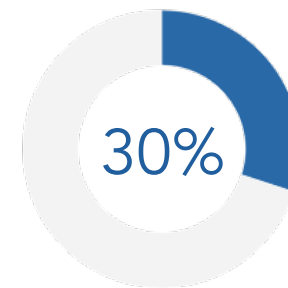


The numbers this year have slightly increased with over 30% of the respondents identifying with international affiliations and about 60% relationships with sister agencies.

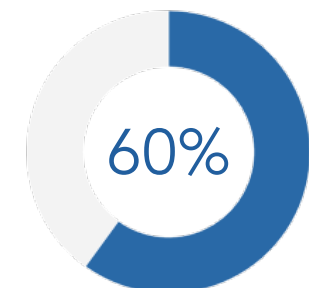
This restates the claims from previous research that agencies are considered independent, as opposed to being a part of a group, or sister to a bigger organization.

The consensus however, is that though international affiliations and/or mergers are uncommon, firms are largely open to integration. However, respondents noted significant cross-continental/ regional collaborations.

### AFFILIATIONS/SISTER AGENCIES



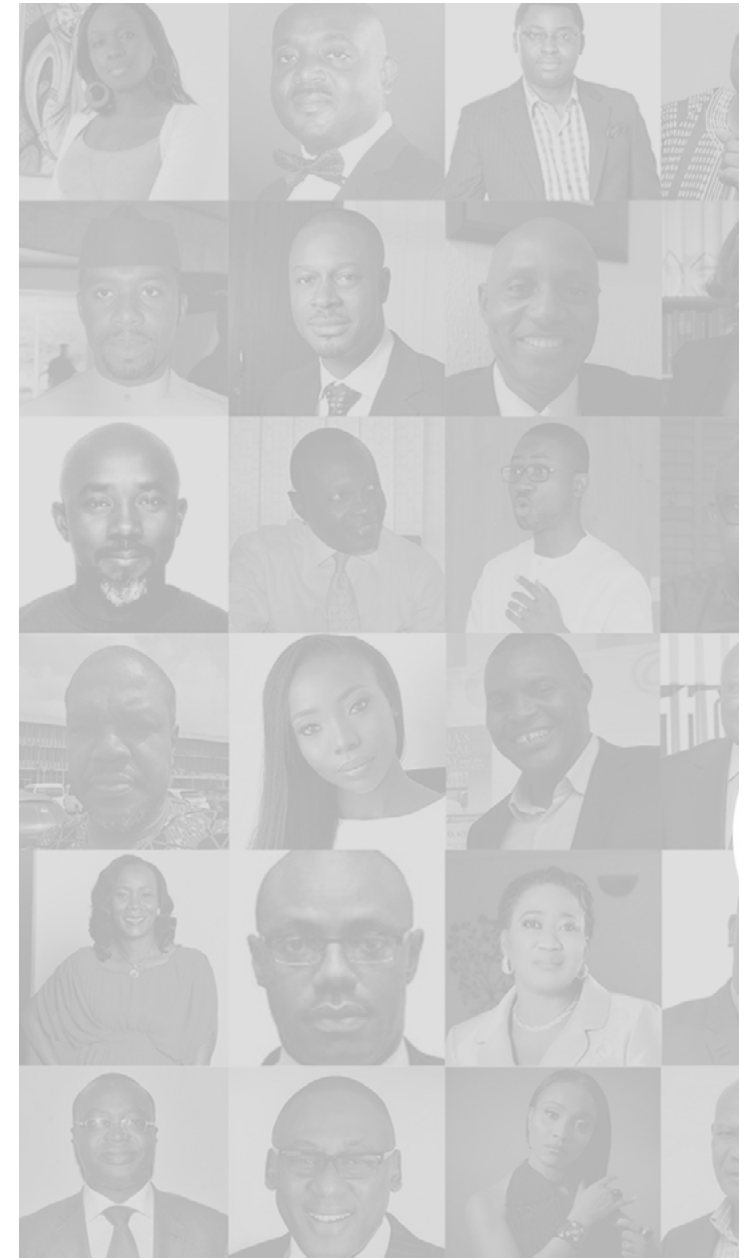
Identified with international affiliations



Has relationship with sister agencies

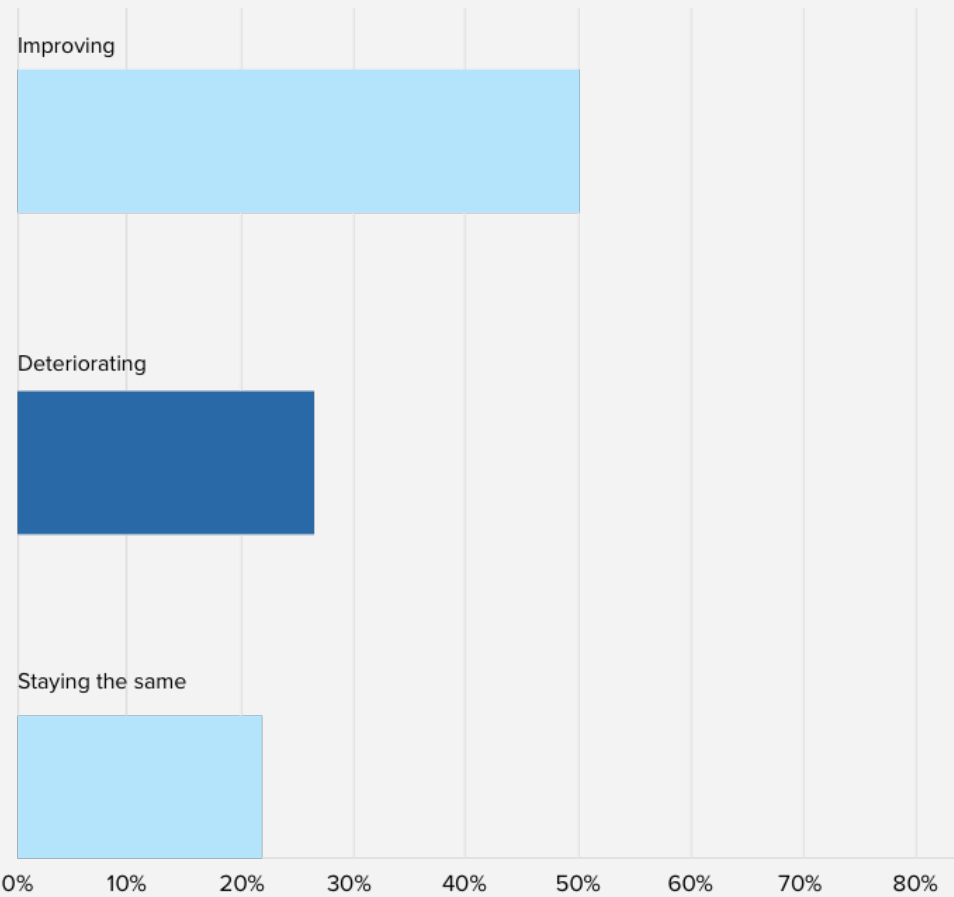


## STATE OF THE NIGERIAN PR INDUSTRY



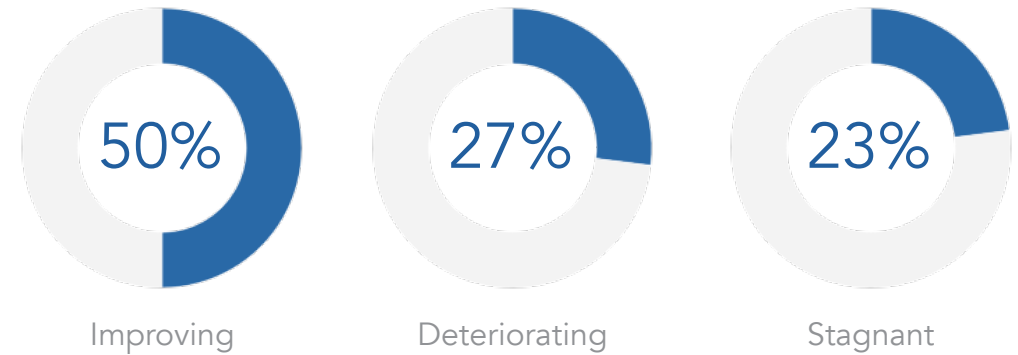
### I. PERCEPTION ON NIGERIAN PR LANDSCAPE

How would you describe the (general state) of the Nigerian PR industry over the last three years?



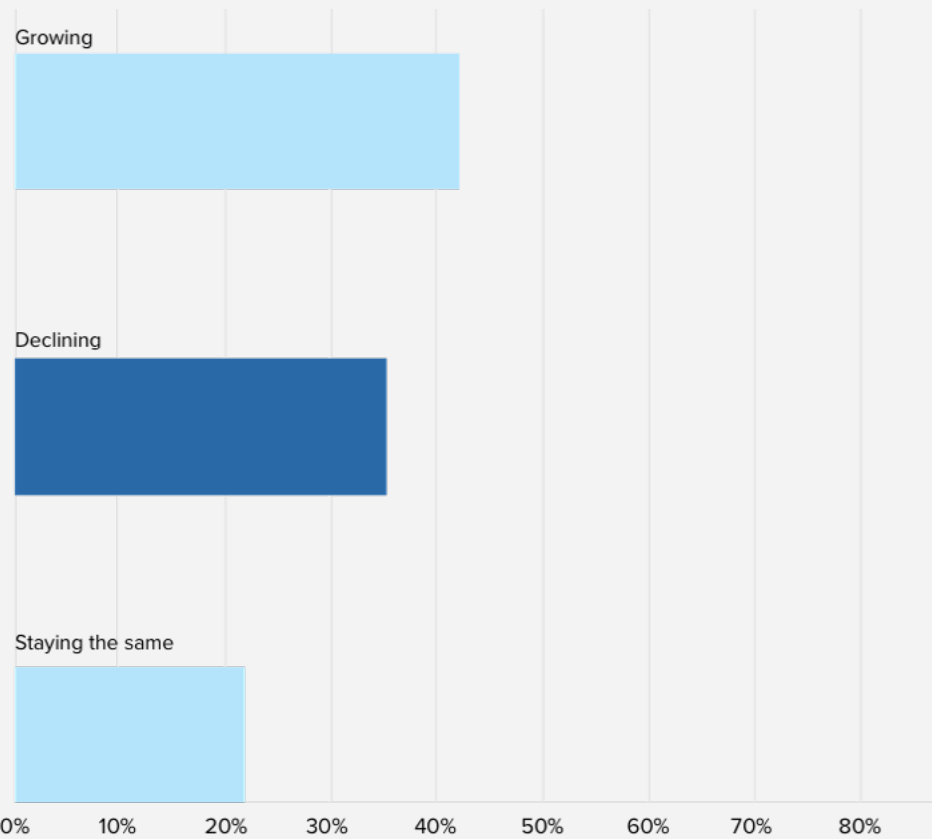
As with previous research, half of the respondents surveyed (50%) believe that the industry has “improved” in the last three years, compared to 27% who think the industry is “deteriorating” and 23% who think it’s “stagnant”.

#### PERCEPTION OF PR IN NIGERIA

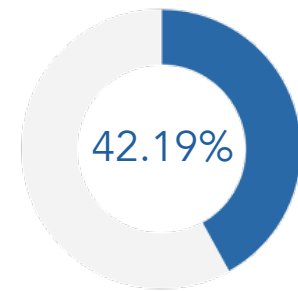


## J. PROFITABILITY

And from your point of view, how would you describe **the profitability** of PR agencies in Nigeria over the last 3 years? Would you say it is....



42.19% of the respondents reiterated a possible increase in revenue and profit margin in the last three years and in the coming months but maintain that most brands are not spending as much on PR as they do sister marcomms solutions, advertising and digital marketing.



Respondents believe possible increase in revenue and profit margin in the last three years

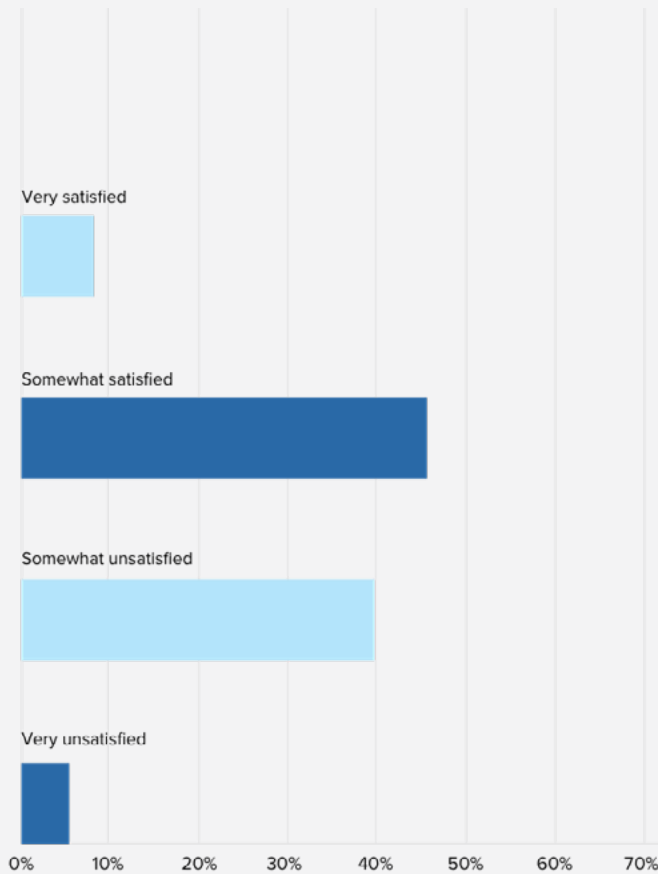


**Most brands are not spending as much on PR as they do sister marketing communications solutions, advertising and digital marketing.**

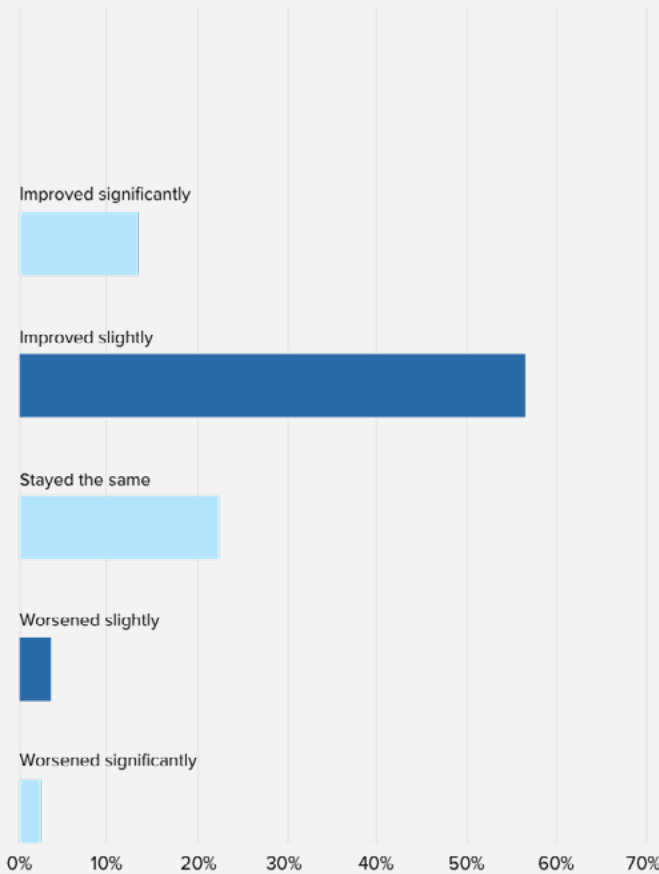


## K. CREATIVITY

How satisfied are you with the general level of creativity in the PR industry?

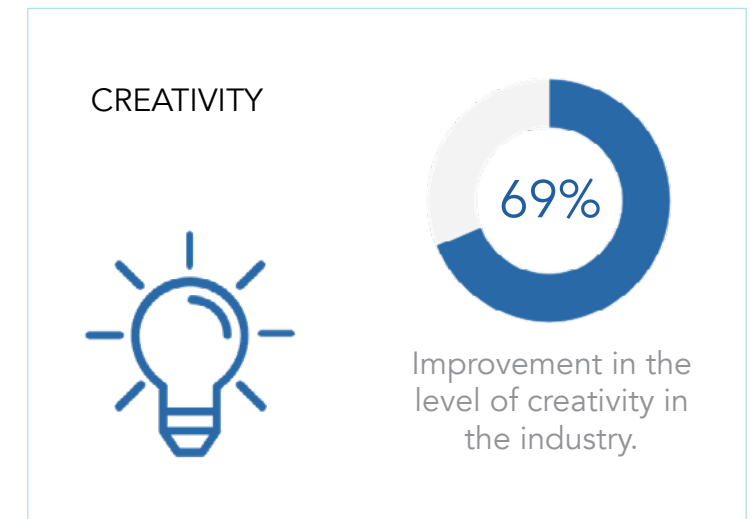


And thinking about the last 12 months, would you say that the overall quality of creativity in PR campaigns has:



There has been some improvement in the creativity levels within the industry; 57% of respondents are satisfied with the level of creativity compared to the 43% who aren't as satisfied with the creativity in the industry.

Over 69% of the respondents have seen an improvement in the level of creativity in the industry. There is still, however, a general cry for a change in the industry's status quo regarding creativity.

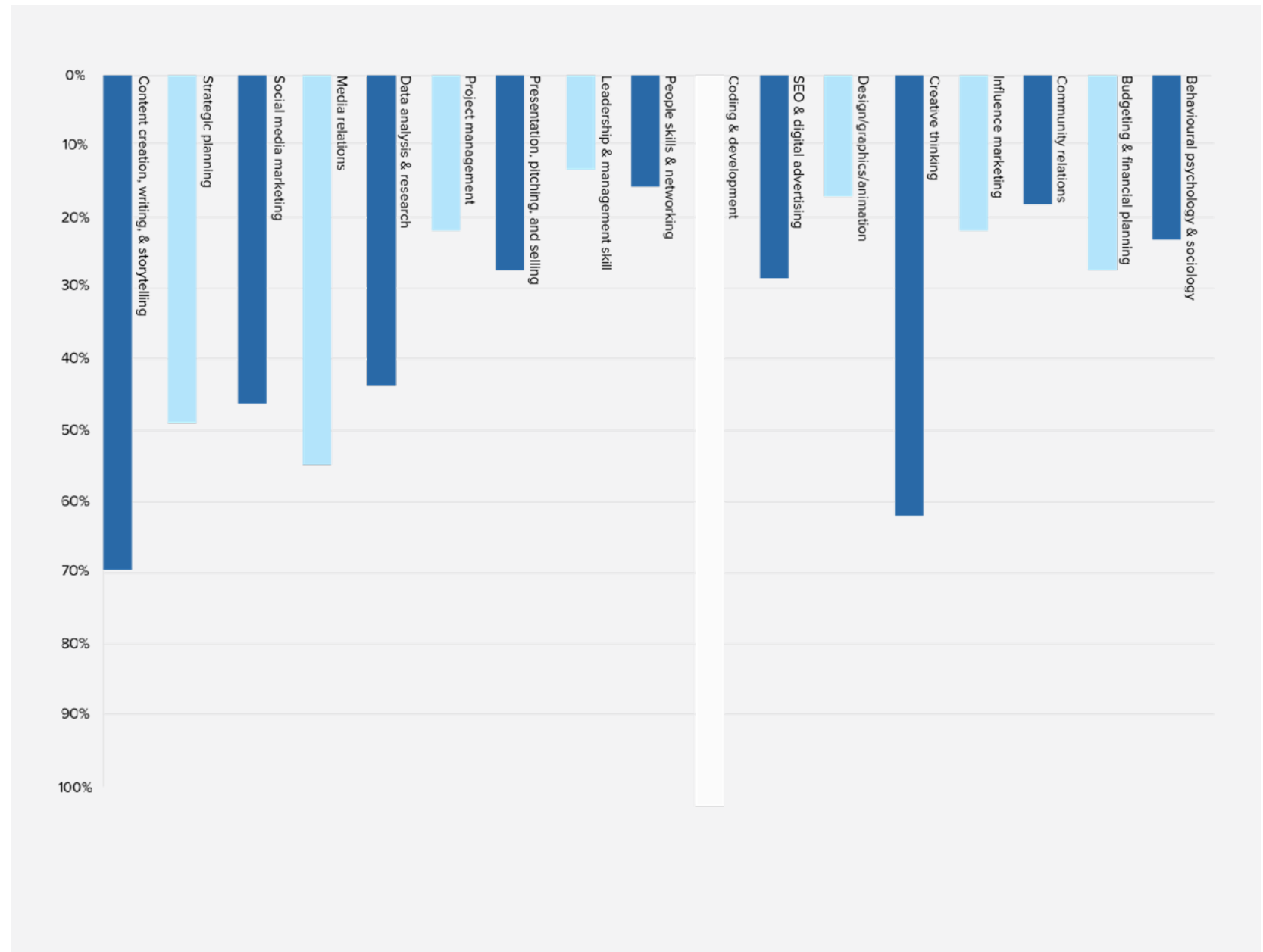


## L. SKILLS NEEDED FOR PR SUCCESS

Please check 5 skills you believe are most important for success in the PR industry

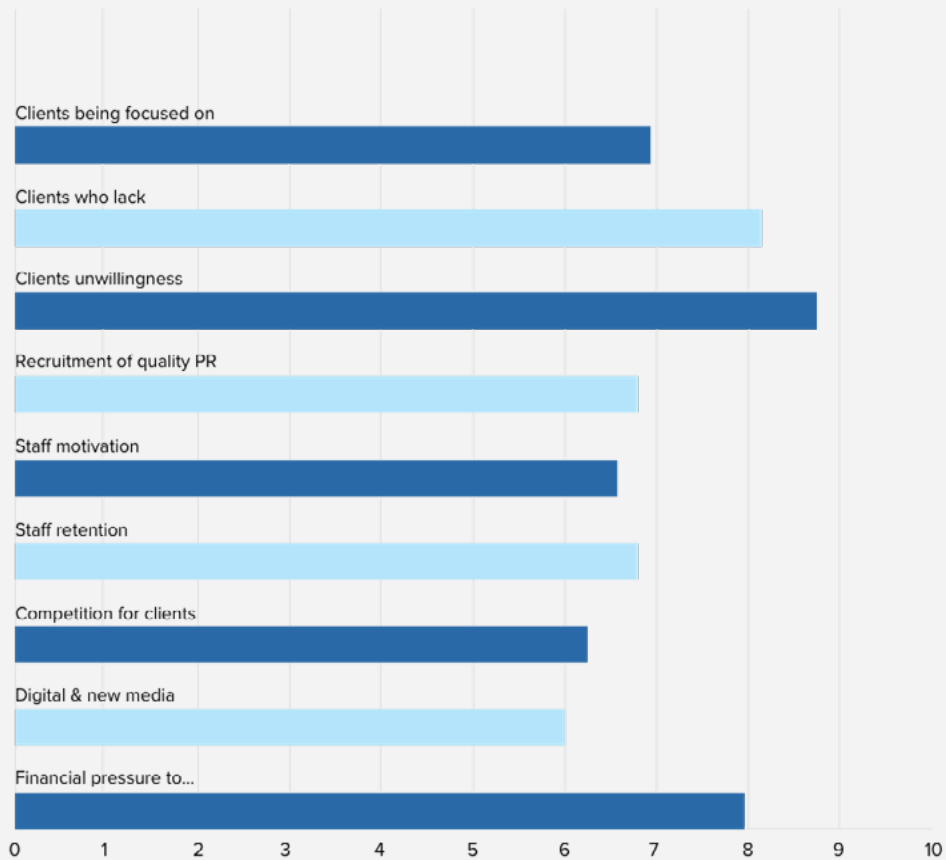
From responses gathered, it can be seen that content creation and creative thinking come out as top skills to have to succeed in PR. With over 60% of the respondents stating their importance, it can be said that PR practitioners and agency CEOs continue to see these skills as components of the winning formula in successful PR in Nigeria.

Coding and development are however not seen as important as opposed to views from respondents in previous researches.



## M. THREATS

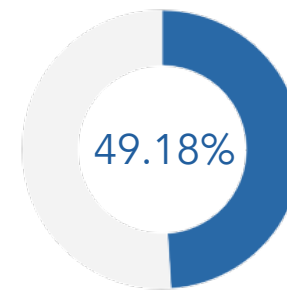
Rate the following challenges on a scale of 1 to 10 as it relates to the PR industry



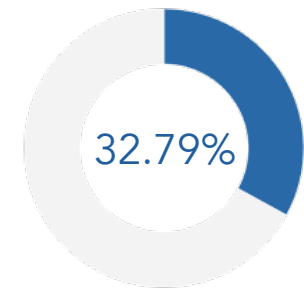
49.18% of respondents see “Client unwillingness to commit sufficient funds” as a major threat to doing great work as most agencies are limited to reduced budgets since some clients are focused on “short terms goals” and others “lack an understanding of PR” hence unimpressive outcomes from PR campaigns.

32.79% of respondents also see “financial pressure to meet profit margin targets”, “Recruitment of quality PR staff” and staff retention as major threats to their agencies.

### MAJOR THREATS



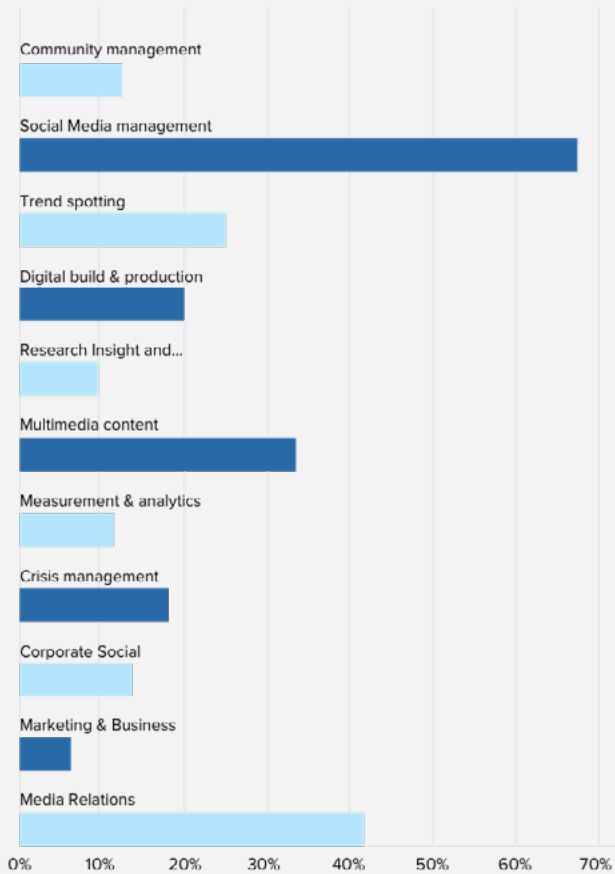
Client unwillingness to commit sufficient funds



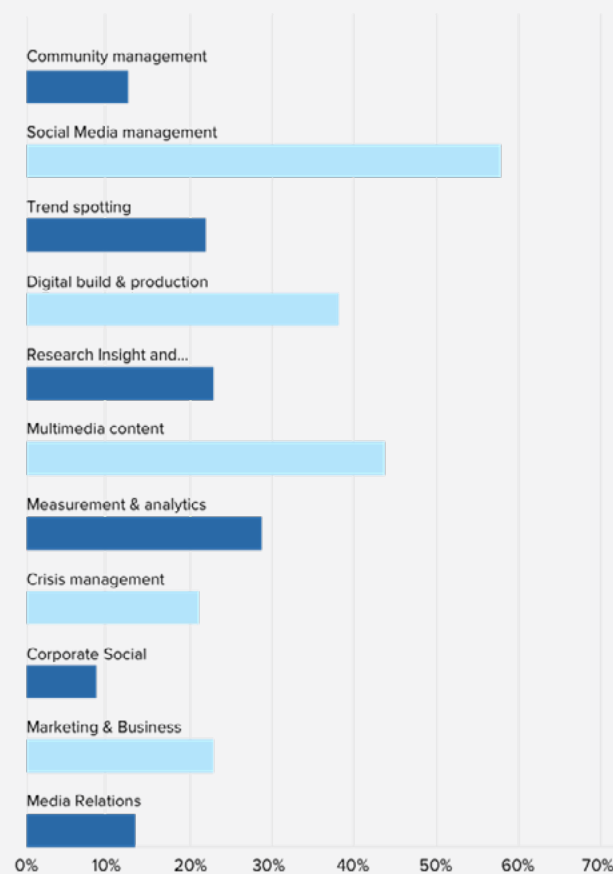
Financial pressure to meet profit margin targets

## N. GROWTH

Which areas of general PR practice have grown/will grow the most?



In the next five years, which of the following areas of general PR practice do you think will grow the most?



Over 60% of the respondents have witnessed immense growth in social media management with media relations and multimedia content creation coming in close.

With social media management remaining a constant, multimedia content creation is, as with previous research, remaining a priority for clients and practitioners alike, who note that it's becoming an important contributor to profit growth.

Respondents projection however see more growth in social media management and multimedia content creation in the coming years.

GROWTH

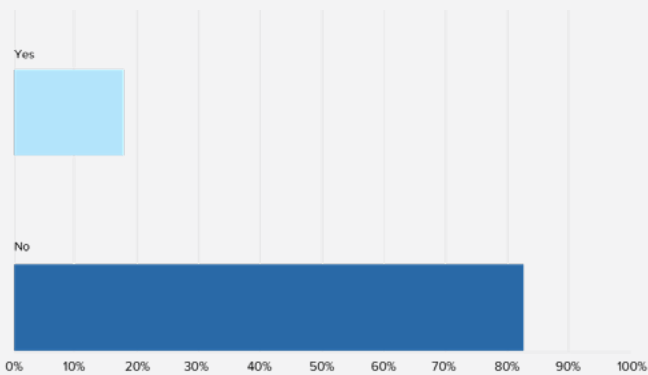


Social media management & multimedia content creation to witness more growth in coming years

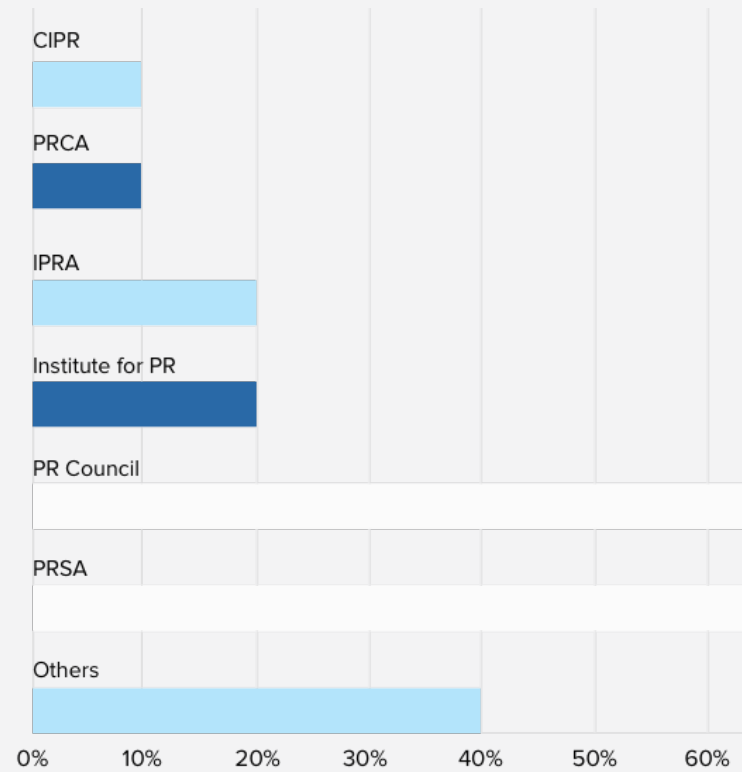


## O. PROFESSIONAL ASSOCIATIONS

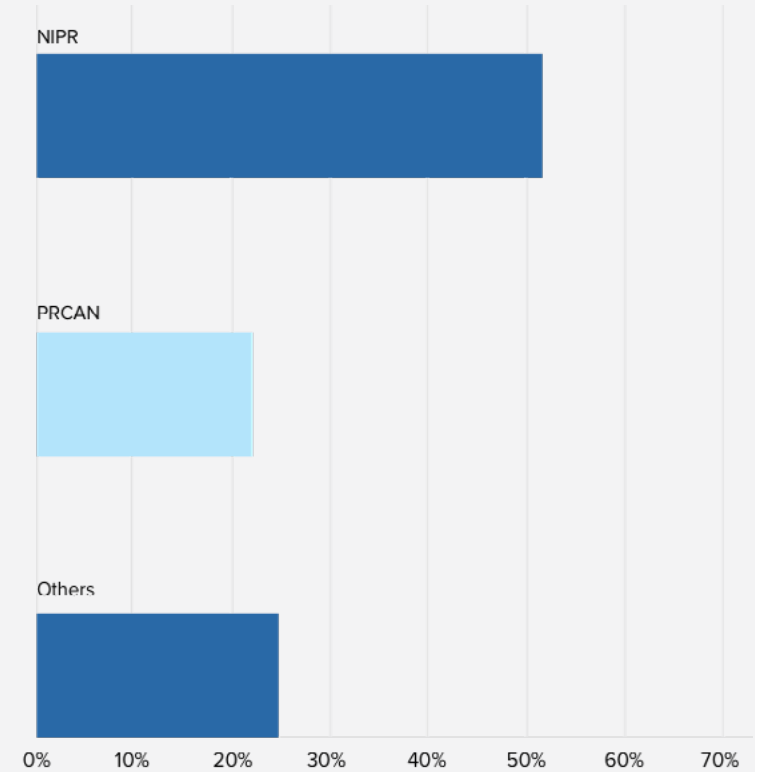
Do you belong to an international professional PR/Media association?



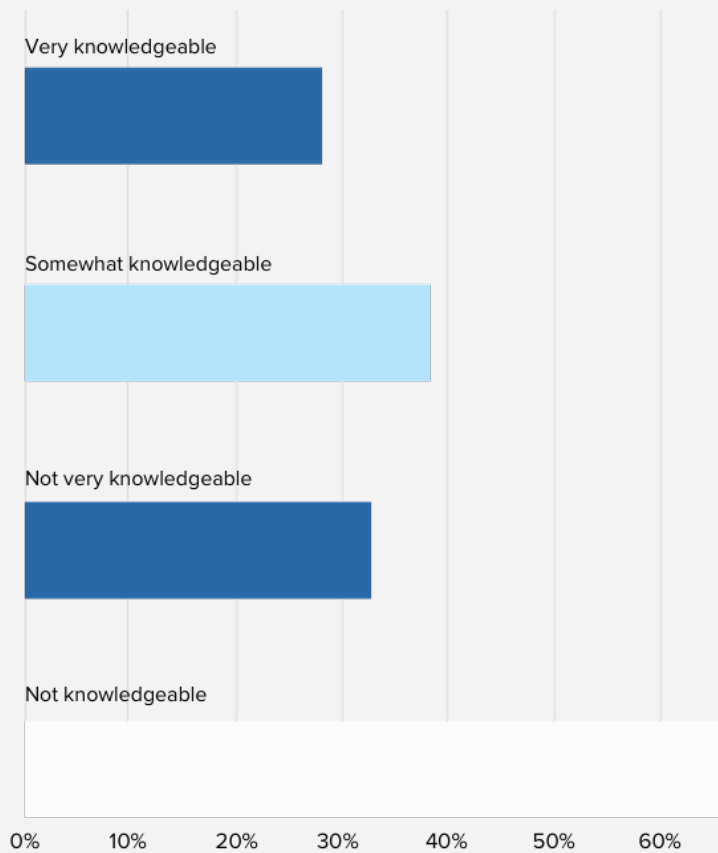
Which of the following international PR/Media professional bodies or associations do you belong to?



Which of the following local PR/Media professional bodies or associations do you belong to?



Thinking of all the professional PR bodies you belong to, how knowledgeable are you about the constitutions of the various associations?



As with previous research, respondents still do not consider membership of local and international professional associations a priority, as over 80% of the respondents do not belong to a professional association.

10% of the respondents are however members of CIPR, PRCA, IPRA, NIPR, APRA and Africa Union of Journalists/Commonwealth Journalists Association.

Further focus group research, as with previous research, suggests that membership is often seen as an obligation. Most PR consultants join because they have to and don't partake in any association activities.

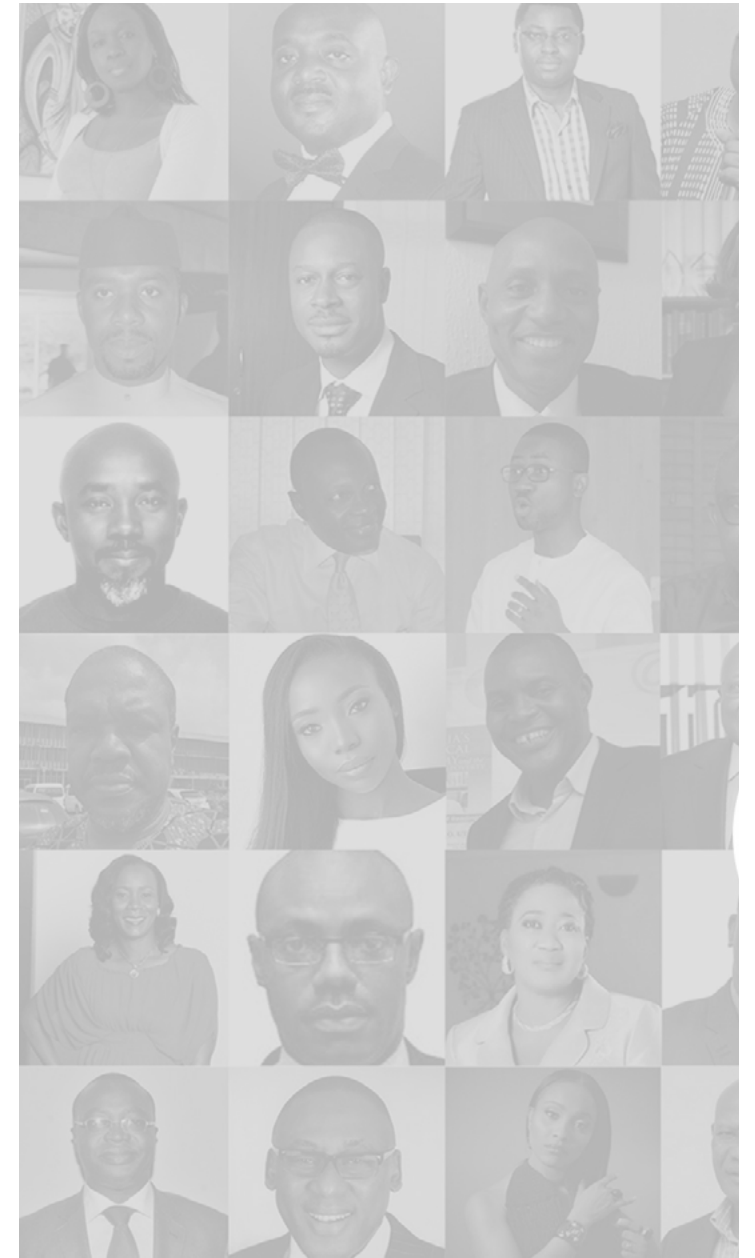
It however is a bit shocking to see that although, consultants are grudgingly members of these associations, quite a number of them are familiar with their constitutions.

**Over 80%**  
of PR professionals do not belong to a professional association, and do not consider membership of local and international professional associations a priority.

## HIGHLIGHTS FROM THE FOCUS GROUP DISCUSSIONS

The focus group discussions were made up of four major stakeholders in the PR industry: agency owners, media practitioners, and agency staff.

The discussion was necessitated by the need for a broader, qualitative assessment of the salient issues raised in the survey.





## POPULAR CAMPAIGNS MENTIONED

Five major campaigns were cited in responses without prompting. They were most mentioned in the order below:

- Telemundo
- MTN – “Man in a Box”
- Visa
- Heineken – Share The Drama (UCL activations)
- KFC (running out of chicken)

In the discussions, no real distinction was made as to whether the PR campaign alone was most preferred or the general communications strategy.

Most of the unprompted mentions were Nigerian campaigns as the most popular reason cited was that the campaign had an emotional connection to the respondent and keyed into an activity they already were passionate about.

## TOP PR AGENCIES

In order of mentions:

- Red Media
- CMC Connect
- C & F Porter Novelli
- BHM
- R&B
- Noah’s Ark
- Africa Practice

Reasons given for ranking:

- Longevity of the PR agency
- Perception of the work
- Impressions of memorable campaigns over the years
- Overall reputation of the agency amongst practitioners
- CEO’s reputation as a thought-leader
- Tenacity and doggedness of the agency



## GENERAL PERCEPTION OF THE INDUSTRY

Respondents are cautiously optimistic about the industry as they've noticed huge push towards digital execution, proper measurement of impact and evaluation.

It is however being noticed that there is an increase in ambiguity about the segments in Marketing Communications as the lines, between PR, digital marketing and advertising, are increasingly becoming blurred.

As with previous research, respondents continue to make mention of the very low barrier to entry as it is becoming even harder to define, exactly, who a PR practitioner is and why.

The industry to the respondents has become highly fragmented with more agencies choosing to specialize. Majority of respondents feel that practitioners and agencies are actively trying to adopt innovative technologies and tools that improve the efficacy and efficiency of PR.

There was also mention of a strain in the client-agency relationship as many feel the quality of brief or work required from the client does not give enough room for creativity. With aggregate revenue

for the industry growing and more agencies being able to bill more than previous years, it is becoming even more pertinent for agencies to bring in more creativity to the industry to not only grow interest and respect for the profession but to also continue to grow revenue and profit margins.

## INDUSTRY COMPARISONS – NIGERIA vs OTHERS

From respondents, that attended the FGDs, it is perceived that the Nigerian PR industry is operationally below those of more advanced countries.

Some of the reasons cited for this include:

- Better financing
- Bigger budgets from clients
- Agencies are compensated for their pitch ideas even if the ideas are not selected.
- The industries are more structured and organized.
- The industries are able to specialize in different areas of PR, and can cater exclusively to clients from a single sector
- Audiences are less conservative
- Wider audience to capture with campaigns

- They have and use better data to make decisions about their campaigns and audience.

## TALENT AND CREATIVITY

There's a general consensus that Nigeria has the necessary creativity, drive and determination needed for the industry to be competitive globally, there is however a challenges of talent retention. This is because the compensation structure within the industry constraints agencies from attracting and keeping great talents in the agency and even in the industry.

Respondents also believe that their creativity and talent are severely constrained by clients' attitude, budget, and a non-receptive/conservative audience. Respondents are convinced that the Nigerian environment stifles creativity as both agencies and clients are more concerned by their bottom line and do not reward creativity.

There is a strong confidence in the talent and creativity of Nigeria's young PR professionals although many believe this should be guided by the experience and technical know-how of advanced and mid-career professionals.

There's adequate graphic content talent, but talent in written content is lacking, perhaps due to the educational system. There's also no ecosystem for mentorship.

## CHALLENGES

The following came out strongly as major challenges for practitioners in the industry:

- Digital, according to respondents, is a moving train that just cannot be stopped, and this is an issue.
- Agencies have to keep up with fast-changing news cycle.
- Proving to clients that there is value in PR from the beginning of product cycle.
- Clients are not interested in 'something different' and are risk averse.
- Working with clients as partners in the communications strategy and process, rather than as just a tool.
- Low barrier to entry and lack of regulation on who can be a PR consultant or own an agency
- Clients' general lack of understanding and awareness of the role PR plays
- There's a significant blurring of lines between advertising, digital marketing and PR. For many

clients, they function interchangeably. There should be knowledge sharing on complementing rather than replacing each other.

- Influencers have become "PR juggernauts" themselves, as they cost less and have the ability to go viral quickly – cutting the middleman.

The following came out strongly as major challenges for media relating with practitioners in the industry:

- Media practitioners complain that PR agencies do not treat them as partners but as vendors.
- There is extreme pressure and urgency as PR agencies want things done last minute. They should plan and involve media as partners.
- The relationship is severely constrained and PR greatly influences total media coverage, media houses are therefore not independent, and are unable to give accurate and helpful feedback to PR agencies.

## OPPORTUNITIES FOR GROWTH

Some of the opportunities for growth, PR practitioners and associations must pay attention to are as listed below, in order of the most- mentioned:

- Specializing within the PR industry – sector

expertise (e.g tech) or skills expertise (e.g event management)

- Courses, endorsed and developed by PR associations, that brings PR agencies, clients, and media partners together to foster cohesive communications strategies.
- Involve media as partners, but encouraging their independency which builds the PR industry as a whole.
- Continuous training of personnel to ensure excellent communication skills – written and verbal, and encourage internal creativity as a culture.
- Publicizing the benefits and advantages of the PR practice in order to attract the best talent (glamorize PR).
- PR agencies as strategic advisors to their clients providing a holistic service to clients, first stop for overall brand strategy
- In an increasingly data driven world, being able to provide top-quality analysis to synthesize data across multiple platforms, into usable and easily accessible insights.

## CONCLUSION

### UPCOMING TRENDS IN PR

Some of the upcoming trends PR practitioners and clients must pay attention to are as listed below, in order of the most-mentioned:

- Increased use of actual influencers, not just brand promoters
- More use of “single-man” agency or freelancers for PR
- Disinformation/Misinformation (blurring of ethics)
- Viral Whatsapp campaigns



**Predictive analytics and big data science will become popular as other technological innovations that will help to improve efficacy in PR**

- The use of big data/data mining for insight on behavioural patterns and psychographic profiles
- Optimization across platforms – traditional & digital
- Use of “bots” to amplify brand voice
- Agencies specializing in digital media

It is however to be noted that the use of influencers is an entrenched and common practice. However it is waning in efficacy and practitioners are looking for tools that better guarantee engagement.

Traditional agencies who haven't taken to social media, have to understand that it is here to stay as practitioners are exploring methods of extracting more value, rather than just followers.

## HOW TO MEASURE SUCCESS

Clients and agencies tag a campaign as successful when there's an increase in profits for the brand, engagement – what are people saying about the brand, increased referrals, mindshare, impressions and exposure.

Campaign successes are most times measured by an analysis of social media activities through the use of digital media measurement software & apps like

Sprout Social, Keyhole Meltwater, Crimson Hexagon, PR measurement yardsticks like The Barcelona Principles, Advertising Value Equivalency (AVE); and the comparison of initially stated objectives with end results.

## FUTURE OUTLOOK OF INDUSTRY

Respondents believe that future of PR agencies in Nigeria lies in their mobility – PR agencies don't have to have physical offices. It is popularly believed that freelance consultants and mobile agencies will be prevalent in the industry.

Predictive analytics and big data science will also become popular as other technological innovations that will help to improve efficacy of PR will come up.

With how saturated influencer marketing has become, it is being foreseen that there will be a reduction in the use of influencers rather they'll be optimized along with other platforms.

The lines between the marketing communications solutions, according to consultants and media forecasters, will continue to blur forcing clients to use them interchangeably. There will however be an increase in specialization amongst agencies

and practitioners – niche offerings within PR Development of a PR academy – private or endorsed by a PR association – that trains people who are interested in becoming PR practitioners or who want to update their skills. There will also be an increase in PR agencies who publicize their own agencies rather than remain behind the scenes.



A large blue graphic element consisting of a horizontal bar on the left and a large white number '2' on the right, set against a dark blue background.

## **PERSPECTIVES ON THE NIGERIAN PR INDUSTRY**

# Precise Projections On The Nigerian PR Industry In 2018



**Bolaji Okusaga**  
Founder, Precise

## The Performance of the PR industry 2017

According to the Holmes Report, while global PR industry rebounded to 7% in 2016, up from 5% growth in 2015, hitting the 15 Billion Dollars in total spend, with the likes of BlueFocus, Webber Shanwick, Golin and Ketchum out performing industry average; same could not be said of Nigeria PR firms in 2016.

The state of affairs was driven largely by currency volatility, macro-economic shocks and policy issues with big spenders like MTN and Etisalat (now 9Mobile) in the Telecom sector, the Unilevers and the P&G's in the FMCG sector crawling back with consequent squeeze on the local PR industry in 2016. The year 2017 opened with a host of foreign multinationals downgrading Nigeria and centralising their PR businesses in South Africa and Kenya.

This was due largely to prevalence of foreign currency volatility which saw a great gap between official and black market rates and created a tough operating environment for businesses as they were not able to access dollars at the official rate. Under this context, 2017 opened on a bleak note for most PR practices given the impact of macro-economic shock on marketing spend and by implication, the PR share of that spend.

However, following Nigeria's exit from 5 consecutive quarters of negative growth in the 2nd quarter of 2017 with the economy recording a positive but fragile growth of 0.72% (revised from the earlier quoted 0.55% based on improved Oil earnings), we saw a restoration of confidence in the market. This confidence saw a limited rebound in PR activities as foreign and local businesses hoping to cash in on the prospects of a full recovery began to raise their spend, albeit cautiously. So in terms of the knock-on effect of the recovery on the PR industry, it is still largely marginal given the fact that the non-oil GDP elements are not growing as fast as required for a big effect on marketing spend, at least not yet.

The reason why the effect of this recovery are not yet visible are not therefore contestable; I did say earlier that while Oil GDP expanded considerably in the second quarter of 2017, non-oil GDP only grew

at 0.45 percent, down from 0.72 per cent in the preceding quarter and -0.38 in the corresponding period in 2016. In quarter 3 of 2017 GDP grew by 1.4 % showing sustained momentum.

However, quarter 3 GDP results also showed that the nation's economy is still exposed to the risks especially on the real sector side, as only two out of 10 sectors grew during the quarter. While the oil and gas sector grew by 25.89 percent, the non-oil sector from which a larger pool of marketing spend is obtained contracted by 0.76 percent. Under this context, it does not take rocket science to see that the PR industry did not grow last year.

### **Expectations for 2018**

While the year 2018 promises to be brighter and better, given the obvious recovery of the economy and a projected increase in government and political spending being a year before the general elections, there is a big need for caution. The reasons are these:

- While government spending goes up in the year preceding an election as the government will be in a haste to deliver on its electoral promises, the nature of the spending and the fiscal discipline around the spending may make or mar

opportunities in the real sector. This is so because an uncontrolled spending regime may increase inflation and lower consumer spending power with attendant impact on goods and services from which marketing spend is derived.

- While an increase in government and political spending will mean more money for Agencies with Public Affair competence and clientele, the flip-side is that the fraction of this spend going to Public Relations Agencies in Nigeria may be low given the propensity of government and political spenders to shut-out local players and express preference for foreign ones.
- Again, we need to look closely at the impact of the rise in government and political spending on the economy because without staying the focus on key government policies like the medium term expenditure framework and the economic recovery and growth plan by maintaining fiscal discipline through keeping its expenditure within budget targets to avoid eroding the macro-economic gains made thus far, there may be an adverse effect on the productive sectors of the economy with consequent impact on marketing spend.
- We also need to know which sectors profit the

most from a rise in government and political spending. For one, there will be a rise in activities in the Infrastructure and Housing Sectors during this period so government contractors and real estate players profit the most with marginal knock-on effect on marketing. Again if you break down the marketing players that profit the most, you see that the Digital and Hybrid players profit the most given changing media consumption habits and influence centres as these players have better access to younger demographics and so command more spend given the youthful skew of the mass of the population.

Essentially, what one is saying is while there are indications of improved PR activities and improved spend next year, players need to improve their offers and raise their game in digital to be able to tap into the projected growth.

### **Disruption and its Impact on the PR Industry**

The forces of disruption militating against the traditional public relations practice are many. Let us consider a few:

- **The introduction of New Technologies**

The rise of Digital technologies and the

opportunities available today for flow of information as well as syndication and aggregation of news by non-traditional news sources, be they News-sites, Wire Services, Bloggers and Social Media Influencers – all leveraging digital technology – creates direct access by the consumers to news and information and makes traditional gate-holding and gate-keeping, upon which Public Relations feed, irrelevant.

With the introduction of digital technologies which aid news and information dissemination, institutional gatekeeping is now being replaced by machine gate-keeping and so power has moved from institutional sources of influence to machine sources with algorithms set by the likes of Google with it google-robots now a new agenda setting source rather than traditional media; with social media trends on Twitter, Facebook, Instagram and Linked-in replacing hot-topics in the newsrooms; and chats from sources such as Facebook, Whatsapp and We-chat becoming more believable than news from traditional sources.

In this context, the place and effectiveness of the traditional press briefings, news release and articles is being called to question and so the traditional ad-equivalency measure of PR value and other traditional concepts upon which the industry is built are starting to hold no water. Beyond the issue of

reach and measurement are other issues such as the understanding of these digital platforms by traditional players and an ability to navigate the complexities created by new technologies in delivering results to clients.

### **The Rise of Digital Natives and Social Networking Generation**

Nigeria is a country of 193 million people with a median age of 17.2 years added to this is low life expectancy and a high population growth rate which means the median age can only go southwards rather than northwards. The implication of this is that the way the generations before the Millennials – those born after 1980's – consume media is certain to become extinct as platform agnostic media and social media have already gone mainstream with traditional media becoming mere news re-base platforms as Facebook live, Youtube, Instagram, online TV's, online radios and other digital platforms take-over. What this means is that Hybrid platforms who are more adept at manipulating these platforms will go mainstream while PR Agencies that lack the skills and the proprietary platforms to take advantage of this trend will shed what could ordinarily have been traditional PR spend to Hybrids with the implication being the death of PR Agencies that fail to up their game in this regard.



## **The Fourth Industrial Revolution**

The 4th Industrial Revolution is coming on the heels of the digitization of all systems from transport, to communication and the development of artificial intelligence for all systems. The implication of this is that except Public Relations also embrace big-data, machine learning and analytics as the basis of its practice, the industry is either going to become extinct or converge with other allied industries given machine possibilities. The Holmes Report in one of its Industry Reports is already predicting the convergence of Public Relations with mainstream marketing such as Advertising and Media Buying.

# PR: What clients want, a view from inside



**Nkiru Olumide-Ojo**  
Executive Head  
Marketing &  
Communication,  
Stanbic IBTC

If the evolution of Public Relations (PR) practice in Nigeria in the last 10 to 15 years has taught us anything at all, it is that the expectations of clients and PR consultancies are rarely met by either party. While the client wants one thing, the PR firm on the other hand believes that it knows what the client should want and then proceeds without a full understanding of first discerning what the client really wants. It may just be a matter of improper communication between both parties. Often, because the client signs the cheque, it insists on having its way, while the consultant is left seething that 'this client does not listen'. The outcome is interpreted differently as a result. However, it is the PR firm that is capable of listening and navigating through the client's expectations that eventually delivers the sort of value or performance that establishes it as a successful practice.

So, the big question is: what are those things that a typical client wants? The things that help him feel like he is getting

value from his PR agency. They are quite numerous but some are particularly imperative to ensure a resounding or expected outcome. Among these are an understanding of their customers, both demographics and psychographics including how they consume information?

Right next to this in the hierarchy of client's needs is creativity and innovation, both words loosely used but the guiding principles are both – how the agencies design and deliver ideas differently- using various tools including the adoption of technology.

Specialisation and an extensive knowledge of the client's business and industry. Others in no particular order are professionalism, a 'results' orientation, quick turnaround time on briefs, efficient stakeholder management, having an ownership attitude, deep and impressive network of people and valuable competitive insights.

Speaking from my experience as an integrated marketing communications professional and one who has worked on both the Client and Agency sides of the divide, I would say these are the most important qualities clients look for in their PR consultants.

Let us take a closer look at some of these qualities.

### **Know your Customers otherwise known as KYC**

– Given that the end role of the PR agency is to help stimulate demand for the client's business, the client expects the Agency to understand their customers. The agency is to therefore invest in gathering consumer insights, no longer should the agency be content to use anecdotal feedback in designing campaigns – agencies should conduct their own researches whilst consistently asking incisive questions of the clients- The How and Why questions should be the PR agency's companion.

**Creativity/Innovativeness** - This is my view is one of the most valuable currencies the agency should own- the ability to deliver ideas consistently in that manner irresistible to the Client's clients. Adoption of media and technology are imperatives for delivering in this regard

**Ownership approach** – Clients expect their PR management team to have an ownership approach, which stems primarily from embracing a consultancy model as against the agency template. The consultancy model is pre-emptive or proactive while the agency model is largely responsive or reactive. This thinking and culture is one that is speedily growing in the Nigerian industry and which I personally find encouraging.

**Professionalism** – There is a certain level of

professionalism clients expect from their PR consultancies covering the entire public relations value chain, be it client services, media/stakeholder relations, content generation, creative, finance and administrations. A consultancy must not be perceived to be strong in one department and deficient in another or others. In other words, every single member of the team must repeatedly bring his/her 'A' game to the table while working or managing a client's brand image.

**Pedigree and track record** – A great track record as well as the profile of your clientele speaks volume about a consultancy's pedigree, industry standing and reliability. When a client wants to get a feel of a PR firm's level of experience and ability to produce results, they often request for companies that you have worked for as well as demand for specific case studies and sample work done for such clients. A prospective client will trust you much better when they see that blue-chip companies, multinationals and other reputable organizations already trust you with their business. A confident PR firm should also be able to provide a prospective client with references they can talk to.

**Specialisation** – Stating competence in a special field does not necessarily mean a PR firm is selling itself short. On the contrary, it underscores the firm's

transparency, which is one other quality most clients require in their brand consultancies. Clients want to know their PR firm's strength or strong suits and skills it is constantly honing. This makes it easy for the client to complement its PR firm's effort, if needed. Areas of specialisation include crisis management, media management, strategy, brief execution, plan implementation, content development and pitching, media monitoring and tracking, etc.

**Clear understanding of the clients business and industry** – Every PR firm must understand that part of its job is to regularly offer enlightened advice, proffer useful solutions and render professional service to its clients in order to give such client competitive edge in the market. To do this, however, it's important that the PR firm has a decent understanding and broad knowledge of its client's business and the industry they play in. Even though the client is a subject expert in his or her field, a PR firm still has some responsibility to provide professional counsel that would help move the client's business forward. PR should be seen to be contributing to the client's success through communication and marketing.

**Quick turnaround time on briefs** – Responsiveness to briefs, especially on short notice, is pivotal. If need be, the consultancy should be able to operate outside the regular work hours, including weekends and

public holidays or during periods of emergencies or in situations when the client is under pressure to deliver to their stakeholders, whether internal or external. This demonstrates how much a PR firm values its client. Even though there are service level agreements (SLA) that serve as guide on brief turnaround time but in such exceptional cases where the client requires timely delivery, the consultancy must understand what is at stake and how to strike a balance in supporting the client.

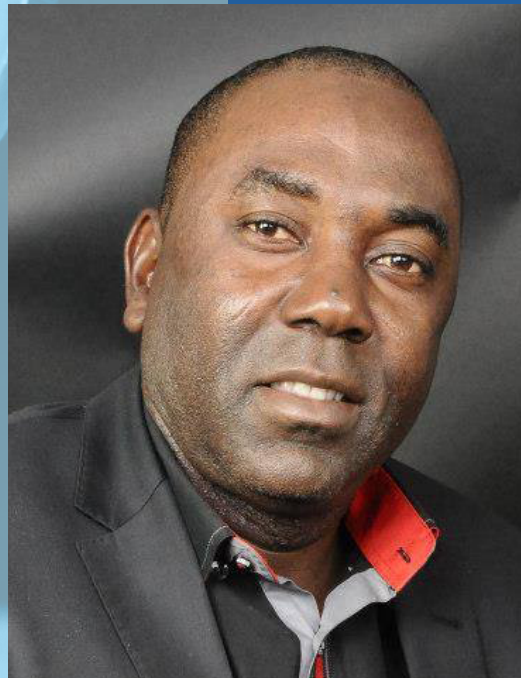
**Deep network of people** – A proper consultancy rarely thrives as a one-man team. While it is okay to be a sole proprietor in the sense that you are just a growing concern with no support staff or team, the truth is that you can't serve your clients very well if you're brainstorming alone, strategizing alone, and executing alone, etc. Businesses want to work with consultants who have diverse backgrounds, disciplines, trainings and connections. They're looking at you as the gatekeeper. How much value can you provide in terms of connecting them with people and groups who will help move their business forward? If you don't have a deep network, you're going to struggle to build a good consulting business. In addition, consultancies have a great number of contacts and specialised knowledge to be used in implementing the needs of the clients.

In conclusion, there's a lot that goes into being a

successful PR consultancy or consultant. And while everyone takes a unique path, there's one prerequisite that stands in the way of becoming successful: You have to possess a weighty understanding of who you are and what you bring to the table. In order to help others, you need to be acutely aware of your strengths, weaknesses, past experiences, and future aspirations and limitations.

Having a good grasp of the above mentioned things will help you do some pretty incredible things for your client and by effect it'd help you increase your bottom line.

# Media and PR: Reviewing the relationship between two sides of same coin



**Ikem Okuhu**  
Editor, Brandish

As an undergraduate of the University of Nigeria, I remember a discussion among a number of my friends then where one of us defined diplomacy as “the art of telling someone to go to hell in such a manner as to make him look forward to the trip.” It was a statement that stuck in my head, especially in the light of how smarter people got their way with less endowed friends and colleagues.

Having grown in Journalism and Public Relations practice in Nigeria, it became clear that this definition of Diplomacy may just also be applicable to PR practice in Nigeria where lean pay, or a total absence of it, has increasingly forced those in the media to depend on their colleagues in PR to run through the



day.

Open your mail any day, as a journalist in Nigeria and you are accosted by sundry mails from sundry PR agencies pitching stories using what has become a familiar template of “Dear Media Partner,” and “Dear Boss.” Those who want to be condescendingly servile will even address you with the words, “My dear honourable Editor.”

I am not sure it is important for this very brief contribution to waste space on the definitions of a “partner”, a “boss” or even someone’s honourable “editor.” Suffice that PR has over the years cultivated a trait for hanging these feel-good festoons on the necks of journalists a key to unlock the doors to stories that otherwise should never have made it to the press.

For clarity, a journalist cannot be a partner to PR. Matter of fact, the two should not be seen to be working in close cahoots, especially because their interests should ideally run parallel. While PR has the interest of the client to protect, the journalist, by the demands of his job, should be working for public interest.

What this means is that rather than pitch stories and allow the value of each to determine which and what aspects of “the which” is exposed, PR has created a

situation where the best stories do not make it to the press.

Which PR agency in Nigeria still pitches stories and sits back to allow the traditional criteria for news selection to determine what makes it to the press?

Things have changed and digital is the prevalent media these days. But even with its pervasiveness, PR still finds its way to selectively reward some while ignoring those they consider to be on the fringes.

Stories have become more of commercial items, just like advertising and this presupposes that PR and the media people should find a way to sit around a table to renegotiate how news stories should be treated. Thanks to PR, we have what we call Paid Media and Earned Media. From what has become of the practice, it does appear most of what PR passes off as “earned” are actually items that should sit better in the “Paid” section of the column. This is the only way to properly measure the milestones of the practice. It may just be a way providing due compensation for a media industry that often take the flak from PR in cases of any failure.

A rejection of this new paradigm should be interpreted as an acceptance of the need to return to the old ways of allowing the media to decide on who should make it to the pages and who should have his “pride of place”

in the editors’ “killed” list.

Okuhu runs a Brands and Marketing publication, BRANDish



**Femi Falodun**  
COO, ID Africa

# How 'Influencers' Are Killing Agencies and Why Clients Enable Them

According to the Chartered Institute of Marketing (CIM, UK), Influencer marketing has become one of the most popular and fast-growing channels for marketers and communication professionals, with [83% of consumers](#) in 2015 reporting that they are more likely to trust the recommendation of a friend over and above traditional advertising.

Also, CIM research shows that 3 out of 4 brands now turn to private individuals to promote their products and services, especially via digital media channels. This is true globally and the situation in Nigeria is no different.

For communications professionals in Nigeria today, especially

PR agencies, who up until a few years ago were the go-tos for brand managers seeking to use influential personalities, celebrities and social media superstars as advocates, it may appear that the environment has changed. Could it be that brands no longer need agencies as much as they need social media influencers, who can 'trend' your hashtag quicker and generate a gazillion impressions in a matter of days for less than N50,000?

Brand Managers' preference for dealing with influencers directly instead of going through the agencies may be due to a number of reasons:

1. Agencies' poor influence and following on social
2. Creativity and high audience engagement levels of some influencers' platforms
3. Marketers' desire for vanity metrics and output over outcomes
4. Low cost of recruiting influencers versus agencies
5. Agencies' inability to create well thought out, effective digital strategies

Even though one can argue that influencer marketing in Nigeria is still practised in a somewhat unsophisticated way, not like the subtle art of consumer behaviour change, advocacy and strategic marketing that it is meant to be. However, there's no doubt that the 'sector' is growing fast -- both in terms

of the number of self-acclaimed influencers available for hire and also the significant revenue they can now generate from doing brand campaigns.

Agency naysayers can argue that what many Nigerian (Twitter) influencers do is nothing more than forcing hashtags to trend and overt brand name spamming on the timeline. Purists may deride them for their suspicious follower counts and guerrilla growth tactics: those Tweetdeck multi-account tricks, buying followers, bots and so on. But to deny the influence (pun intended) of 'social media influencers' in the client's boardroom and on client's marketing budgets would be foolishness.

It is difficult to ignore the ingenuity and creativity that these young men and women have deployed in order to get to this point where some individuals now gross millions monthly -- more than some agencies do, while incurring only a fraction of agency overheads. Influencers now command the respect of multi billion naira brands, while being armed with nothing but a smartphone, internet data, a laptop and loads of free time.

Now, let's not forget that all of this happened, while PR agencies who should be masters of influencer marketing were sleeping and struggling to figure out how social media works for years. In fact, the bloggers

came first and took food from agencies' plates, successfully building media empires from the money made from selling their digital engagement and content creation skills to brands. Now, it's the turn of Instagram comedians and Twitter superstars to tear another hole in PR agencies' pockets. In fact, some more savvy influencers are now directly pitching to clients and bypassing the agency middleman!

In a country like Nigeria with ridiculously high levels of poverty and youth unemployment, any legitimate money-making venture on the internet should be fully celebrated. So, to see many bloggers, smart creatives and comics flourishing on Instagram and Twitter, using their audience engagements and storytelling skills for brand promotion in the same manner that traditional media platforms do, is definitely welcome.

It is however important for corporates to ensure that in all of this, brand marketers on the client side are enlightened enough to recognize what truly matters in influencer marketing and to ask themselves if all their influencers really deliver value in terms of sales growth, marketing ROI, consumer behavioural change, brand recall and TOMA -- the real outcomes that matter, and not just vanity metrics of Likes and Impressions.

Because, what's the point of your hashtag (which tells

no story) getting 1 million impressions after being seen by 100,000 Twitter accounts, out of which only 2,000 are in the actual target group, another 2,000 are random users from India, USA and Kenya, while 96,000 are inactive bots bought from buyrealfollowrs.com?

And how do you want me, the target of your marketing campaign to believe that Twitter user @Ade\_texter10, who posted over 20 tweets about Coca Cola being “the greatest thing ever” just yesterday, now today, all of a sudden swears that Pepsi is “the bestest drink ever made”? Like really, who’s fooling who?



**Moruff Adenekan**  
ED, PR and  
Communications BHM

# Much Ado About Numbers: The Fulcrum of influencer Engagement in Public Relations

Public relations practice has undergone major changes in the past 15 years. Even more so in the last five years. Interestingly, most of these changes are tied to the rise of social media networks, a major change in the media landscape and influencer marketing activities as well as a “bandwagon” which picked up steam about the same period and for a good reason it has come to stay.

In 2014, I managed a campaign with some young brilliant chaps while in C&F Porter Novelli. It was a relaunch of a



household seasoning cube MAGGI with the objective of changing the perception that the “product is for old women (old mothers and grandmas).” The new flavour introduced by the company according to research and insights gained by the team appealed to the younger generation including young men and women, new wives and students, among others.

Getting ‘credible people’ who fit this profile and are willing to speak on behalf of the product in form of a testimony in a ‘believable manner’ to the target group was a big nut for the PR team to crack. We had to do a lot of research to know who the target audiences were, what they did, where they went, who got their attention, and what they consumed. Through our research, we were able to find out that at the time, that a majority of the people, who fell under the target group of the new product, were not the regular newspaper readers. They listened to radio for music and chit-chat by radio presenters but not for news though. They spent most of their spare time on social media, especially Twitter, Facebook and BBM at the time. WhatsApp and Instagram were not BIG in Nigeria in 2014.

Whereas, the traditional spaces for PR consultants to pitch content or stories to were the Newspapers, Radios and TV televisions; but these particular consumers were not there at that time. The team

simply followed the consumers (the target audience in this case) to where they play and work – the SOCIAL MEDIA and Radio. And there, we got them using Influencers who most of the target group follow and engage with on different social media platforms, radio presenters who they listen to for different reasons and pop-music icons they respect a lot and engage with. It was a time consuming exercise but it was worth it in the end as we hit the gold. We got the message to the target group..

Influencers have been a part of the marketing and branding game for decades. In the past, the powerful influencers almost always attained celebrity status in some form -- sport stars, models, or well-known actors -- however, that is not what we are experiencing in the age of social media.

From a social media influencer standpoint, celebrities may not have as much draw as up-and-coming influencers who consciously build a large following with high engagement ratio in different niches including politics, finance, sports, and entertainment among others. Interestingly, most of these influencers are in their early twenties and with basic understanding of the issues but they engage their followers a whole lot nonetheless.

Most of the time brands get befuddled with the number of the followers. They go after the influencers

with the largest following, irrespective of who the followers are, Such people are not the real influencers that BRANDS brands should be looking for, but those whose followers fit the target demographic for the brand; people who have the reputation that these audiences trust; and people whose posts are largely about issues as opposed to brand representation or promotion.

For some, it is more about the number of followers as against how the followers react and engage with the influencer. Most people we call “Influencers’ are actually “publicists’ as they rarely command any influencer or carry out any form of engagement.

The real influencers hardly call themselves influencers or have such tag on their social media bio. They are consistent in putting out information on certain areas of life, are highly opinionated and are the go-to persons on such issues. There are social media tools designed to help you identify them. Brands and PR people must find them to ensure their views align with their agenda.

For example, A Nigerian who drinks Star Lager and flaunts it on social media needs little conviction to post a Star Lager related content. He will feel recognized if the brand seeds a tray and pots of Nkwobi to him on his birthday, He will speak to the values and attributes

of the brand well in a believable manner. Compared to a hired and paid influencer who will most likely post competing brands the following week.

One major reason for the result we get today is that PR professionals do not (or are not empowered) to invest in research enough or at all. A lot of journalists and supposed “influencers” spoken to recently said PR people pitch irrelevant conversations to them. Journalists say they declined or simply ignored such pitches. Influencers say they just post it, collect their money and move on to delete the post after a while. Where is the value in this?

Here are a few steps we take at BHM for effective Influencer campaign activities:

The brands we manage like most clients want their message to be where their target audiences are. This demands that we identify the key attributes of the ideal target audience (i.e. their demographics, location, interests, challenges, media consumption pattern etc.) to determine which media platforms they play on and influencers among the type of audience we want.

For clinical targeting, we seek to know what time is best for a particular Influencer to post a content, on what platform, in what format of content (video, text or infographic) for brand/initiative. For some, their

audience are most active between 6am and 9am for video content only. If you “force” them to post at any other time or a content different from what is needed/ consumed by the target group you won’t get the desired result.

We also place a lot of value on peer to peer recommendation. It is more valuable than advertising because it deploys word-of-mouth in the dissemination of information. Since influencer marketing shares this attribute with peer-to-peer marketing, it is a very valuable route to take.

Another key success factor is going for people (influencers) who enjoy the trust of their followers. It is always easy for these figures to engage their followers in a way that will make them act in the way that our brands want. A person (be it a BIG pop-star or movie actor or a celebrity) without TRUST will ruin your campaign no matter the number of his/her followers. Again, a trusted key figure with a highly engaged, concentrated audience speaking for your brand in their own voice and words is a huge asset. Go for them!

Furthermore we look beyond the big-name celebrities as some of their followers may not quite be loyal to them. It is not about numbers. Interestingly, some of the most influential figures in many believable

situations don’t necessarily have millions of social media followers but a tight-knit, loyal community hinged on the trust and authority built over time. That’s what is needed, that’s what works.

PR Professionals also need to look out for popular journalists, bloggers, entrepreneurs, community leaders, and educators with engaged followings that match our ideal audience. To do this, we need to build an enduring partnership with these people across platforms to ensure a more rewarding relationship. This is because collaborations achieve more for the brands than those relationships that are based on transactions.

Another interesting issue to address is the issue of measuring campaign by number of posts and position on the trends table. In my opinion, this kind of measurement is not different from the AVE some PR firm still use to measure campaign success. How about placing quality of engagement over quantity. A good campaign should impact on the brand bottomline or change in behaviour rather than just numbers.

It is important to have a checklist before adding any influencer or platform to your campaign. These checklist must align with the demographics and psychographics of your target audience. Here are

some examples:

- a. Do they see a lot of engagement for your messages?
- b. Do they post any third party or promotional content?
- c. Do they post content similar to what you're about to pitch?
- d. Do they demonstrate similar values as your brand?
- e. Look beyond the big-name celebrities. Journalists and Columnists are great assets.

We must avoid a pattern in the traditional PR practice where PR people got a bad reputation with the media stakeholders. Journalists are often seen as spin doctors whose inboxes are flooded with irrelevant press releases and overly promotional content that's of little value to anyone forgetting that these Journalists are space and time starved. But they get published for several reasons chief among which is the influence of money. The same principle of pitching a story to a journalist, columnists or media platforms is expected to apply in influencer engagement.

In conclusion, it is worthy to note that, since it is the target audience is required to take the specific actions that will achieve the objectives of the campaign, any campaign activity that is not targeted at getting the message across to them is unnecessary and a waste of time and resources.

The success of any PR campaign depends on getting the right message to the target audience at the right time so all efforts should be focused on the target audience. As such, failing to prove your value falls hand in hand with proving your relevancy. Remember, your brand can produce some of the most innovative, cutting edge content, but it means absolutely nothing if this content doesn't make its way to the right audience. So you need to nurture these delicate relationships around your brand to help your brand earn the coverage it deserves.

# 3

## **ETHICS & PROFESSIONALISM IN PUBLIC RELATIONS IN NIGERIA**

PRCAN: CODE OF CONSULTANCY PRACTICE

CODE OF ETHICS OF NIPR

ETHICS AND PROFESSIONALISM IN PUBLIC RELATIONS



## PRCAN: CODE OF CONSULTANCY PRACTICE

A member firm has a general duty of fair dealing towards its clients, past and present, fellow members and the public.

In this respect, a member firm shall:

- Be free to represent its capabilities and services to any potential client, either on its own initiative or at the behest of the client, provided in so doing it does not seek to persuade the client to break any existing contract or detract from the service of same.
- Cause all its clients to be listed in the Annual Register of PRCAN. Cause all its Directors, Executives and Retained Consultants who hold Public Office, as members of National and State Assemblies, and members of Local Government or any statutory organization or body, to be recorded in the relevant sections of the Annual Register of PRCAN.
- Not engage in any practice, which tends to corrupt the integrity of channels of public communication or legislation.
- Not propose to clients any action that would

constitute an improper influence on organs of government or legislation.

- Not intentionally disseminate false or misleading information, and is under obligation to use reasonable care to avoid dissemination of false or misleading information.
- Only represent competing interests with the consent of all those concerned.
- Inform a client of any shareholding or financial interest held by that firm in any company, firm or person whose services it recommends.
- Negotiate, propose or agree terms with client based on the resources that can reasonably be expected to apply. Be free to accept fees, commissions or other valuable considerations from persons other than a client, in connection with services for that client, provided such considerations is disclosed to the client.
- Not support to serve some announced cause while actually serving an undisclosed special or private interest. Not offer to give or cause a client to offer or give any inducement to such persons as described in Article 4 above who are not Directors, Executives or Retained Consultants with intent to further the interests of the member or of the client if such action is inconsistent with the public interest.
- Not engage in any practice and not to be seen to conduct itself in any manner detrimental to the





- interest of Public Relations Consultancy.
- Safeguard the confidence of both present and former clients and shall not disclose or use these confidences to the disadvantages or prejudice of such clients or the financial advantage of the member firm.

### Declaration of Principle

Member firms of Public Relations Consultants Association of Nigeria base their professional principles on the fundamental value and dignity of the individual; holding that free exercise of human rights, especially freedom of speech, freedom of assembly and freedom of the press are essential to the practice of public relations.

In serving the interest of clients, we dedicate ourselves to the goals of better communication, understanding and cooperation among the diverse individuals, groups and institutions of society.

### Our Pledge:

We ... hereby pledge to:

- Conduct ourselves professionally, with truth, accuracy, fairness and responsibility to the public.

- Improve our individual competences and advance the knowledge and proficiency of the profession through continuing research, education, and consultancy.
- To adhere to the Articles of Code of Professional Standards for the practice of Public Relations Consultants Association of Nigeria.



## CODE OF ETHICS OF NIPR

Professionals in Nigeria belong not only to some international professional bodies optionally, they also belong compulsorily to the local professional body known as the Nigerian Institute of Public Relations (NIPR), one of the few in the world backed by a state statutory instrument in Decree 16 of 1990. The institute's codes of practice has 12 articles which include the following:

Every member of the Nigerian Institute of Public Relations shall:

- a. Respect the moral principles of the “Universal Declaration of Human Rights” and the freedoms entrenched in the constitution of the Federal Republic of Nigeria in the performance of his/her own duties;
- b. Recognise that each person has the right to reach his own judgement by himself;
- c. Respect the right of parties in a dispute to explain their respective points of view;
- d. Encourage the free circulation of public information and preserve the integrity of channels of communication;
- e. Put trust and honesty of purpose before all other

considerations;

- f. Safeguard the confidences of his present/previous employers or clients;
- g. Represent interests which are not in conflict;
- h. Refuse to enter into any agreement which requires the attainment of certain results before the payment of professional fees;
- i. Protect the professional reputation or practice of another member, but make it his duty to report unethical behaviour on the part of any member of the institute;
- j. Not seek to displace any other member with his employer or client, except with the mutual agreement of all the parties concerned;
- k. Not operate any front organisation;
- l. Co-operate with any other members in upholding and enforcing this code.

These articles are a superb adaptation of some international codes and the British codes of ethics to suit the Nigerian institution. The extraordinary general meeting of the institute held at the Bristol Hotel in Lagos on January 30, 1981 approved the Nigerian codes.



# Ethics And Professionalism In Public Relations

**Dr. Tyotom Keggku.** FNIPR, arpa

## INTRODUCTION

Legal and ethical issues are closely related in public relations practice, however they are not identical. Even when no violation of the law can be proven a practitioner can be sanctioned for unethical conduct under the Public Relations Society of America.

Ethics are seen as moral issues that border on right and wrong, good and bad. Ethics could also be referred to as morals and principles and beliefs concerning right and wrong behaviour; virtue and vice.

Ethical Questions often arise in professional relationships with colleagues, clients, employers, news media, other professional bodies, financial analysts, and others.

Increased professionalization is however, one possible answer to questions raised regarding ethical practice. It should however, be noted that even with the legislative force of certification, equated with licensing, ethical practice is still a function of individual behaviour.



## **PUBLIC RELATIONS AND ETHICS**

No profession can succeed until backed by a code of ethics, and the public relations profession is no exception. The words 'ethics' means a system of moral principles governing the appropriate conducts of a person or a group. It includes many components, one of which is behaviour. It implies behaviour, personal or organizational, which must comply with certain standards. There are hardly two opinions about behaviour being ethical, but the subject becomes debatable as to, which behaviour is ethical and, which is not. Disagreement sets in when we begin to specify those ethical standards. Different people set different standards. These standards depend on the values and norms held by the people concerned. Since they differ from one person to the next, standards of behaviour also differ.

In the corporate and industrial world, it is generally agreed that the minimum standard for behaviour is that the laws of the country or state should be observed. Laws, however, are a reflection of the norms, values, beliefs, as well as the political system of a country. These vary from country to country. Among such values, truth and justice are of prime importance. Besides, both these values represent universally acceptable principle, which have a special relevance to the field of Public relations.

## **SOME LEGAL ASPECTS**

Most of the ethical standards are not mandatory in nature and are expected to be accepted on a voluntary basis by members of a society. Despite several social controls that the society imposes on its members to follow, there is never a situation when people follow the ethical code put forth by a society. The situation calls for the formation of certain laws, which have the sanction of government and made mandatory to be obeyed by all citizens, and flouting of which warrants certain punishments. It is, therefore, important that Public relations professionals have a thorough understanding of the country's laws, especially those laws which apply to the information area. The laws that govern information dissemination, which is the prime responsibility of Public relations practitioners are: libel, slander, defamation, copy right act, intellectual property rights, and privacy rights.

### **LIBEL**

It tantamounts to libel when an untruthful statement about a person, published in writing or through broadcast media, injures the person's reputation or standing in the community. As libel is a tort (a civil wrong), the injured person can bring a lawsuit against the person who made the false statement. Libel is

a form of defamation, as is slander (an untruthful statement that is spoken, but not published in writing or broadcast through the media).

The law recognizes in every man a right to have the estimation in which they stand in the opinion of others, unaffected by false statements, to their credit. Any discouragement of a person's good name is a wrongful act, and in Nigeria, the remedy is available to the aggrieved person in a civil action under the common law or criminal proceedings for defamation. In a civil action, the claim is one essentially for damages by monetary compensation for the wrong done namely injury to character. In criminal proceedings, vindication of the grievance of the complainant is punishment with fine and /or imprisonment.

### **SLANDER**

A slander is a type of defamation. Slander is an untruthful oral (spoken) statement about a person that harms the person's reputation or standing in the community. As slander is a tort (a civil wrong), the injured person can bring a lawsuit against the person, who made such a false statement. If the statement is made via broadcast media, for example over the radio or on television, it is considered libel, rather than slander.

## ETHICAL CODES

Ethical behaviour goes beyond just observance of the law. Observing the law, in letter and spirit, warrants the minimum required behaviour. Therefore, a voluntary discipline called a 'code of conduct' has been devised by Public relations practitioners and other professionals for themselves. Such codes, because they are based on actual practice and are devised by people professionally operating in that area, become relevant and acceptable.

Some common principles can be found in most codes of professional conduct and they apply to most professions. One general principle applicable to all professions is that there should be no conflict of interests. This means no client, who is in an adversary or competitive role to another, should be contracted. The Public relations practitioners should also not have any vested interest in the activity that they undertake. This principle also states that one's own interests should be disclosed fully to stay clear of any complication. If the practitioners stand to gain commercially from a certain course of action that they recommend, then they should disclose their interests fully. Transparency is the bottom line of professional ethics.

As many provisions of the codes deal with information, it is advisable not to knowingly or recklessly

disseminate false or misleading information, and even avoid doing so inadvertently. Information should not be used or divulged without express consent of the client or employer. Any form of action, which would tend to corrupt the integrity of the media communication, must be avoided.

Codes are also formulated by several specialized groups amongst members. More attention is paid to the requirements of its own members. Despite attempts to be as comprehensive as possible, codes can never be complete. There is also no compulsion in observing them. Yet, the moral force behind these principles make the members believe in the codes and also find it advantageous to follow. Non-observance of these codes may attract penalty, though not legal, yet by peer censure, which may hamper or lower the reputation of a professional amongst his colleagues, friends, and competitors in the same vocation.

No other mechanism of enforcement may be necessary, if the code is respected and adhered to by all. The observance of ethics goes to enhance the professional reputation of its members. By fostering spirit of ethics, there emerges an ethical relationship amongst the members of the association and the public.

A code of ethics, when accepted voluntarily, serves as a professional benchmark by which one's

colleagues can be measured. It provides strength and justification to those who insist on doing only what the code of conduct advocates. Contrary to the general comment that 'Everything is fair in business and love', the observance of moral code leads to emergence of an image which is invaluable in business. Public relations practitioners are particularly mindful of this professional fact of life. Several global companies fanatically guarding their policies and practices world over, testify this value system.

## THE CHALLENGE OF ETHICAL PRACTICE

Ethics is an area of particular concern for public relations for three reasons:

1. Practitioners are aware that to some, public relations has a reputation for unethical behaviour;
2. Public relations is often the source of ethical statements from an organization and the repository of ethical and social policies;
3. Practitioners have struggled to create a suitable code of ethics for themselves, Public relations practice is based on a function of trust. Members of the profession who violate that trust harm their colleagues as much as themselves.

Like any other group or profession, public relations



has ethical as well as unethical practitioners. However, since public relations as a profession attempts to represent the public as well as the organization in business decision making, its practitioners are frequently held to a higher standard. The media and various publics will quickly point out deception in what might be considered normal behaviour for members of other competitive businesses.

## INDIVIDUAL ETHICS

At the heart of any discussion of ethics in public relations are some deeply troubling questions for the individual practitioners. Some examples include: Will he or she:-

1. Lie for a client or employer?
2. Engage in deception to collect information about another practitioner's clients?
3. Help conceal a hazardous condition or illegal act?
4. Provide information that presents only part of the truth?
5. Offer something (gift, travel, or information) to reporters or legislators that may compromise them?
6. Present true but misleading information in an interview or news conference that will mask some unpleasant fact.

Many public relations practitioners find themselves forced to respond to questions like these. Even though most report that they are seldom pressed to compromise their values, the questions are still asked. By conscientiously considering their ethical standards, practitioners can avoid difficult and embarrassing situations. Maintaining ethical standards is the key to establishing trust relationships with employees, employers, clients, media contacts, and others.

Because of the importance of ethical behaviour to the general practice of public relations, attempts have been made to improve sanctions against individuals who violate professional standards. Coincidentally, whereas the PRSA has a 14 point Code of Ethics, the NIPR has a 12 point code which was adopted on January 30, 1981 and this code is entrenched in Section 3 Subsection V of the NIPR Constitution. This was prior to the promulgation of Decree 16 of the 1990 now Act of the National Assembly.

## ETHICAL DEALINGS WITH THE NEWS MEDIA

Perhaps the most critical relationship to be managed by public relations practitioners are those with the news media, here, anything less than total honesty will destroy credibility and with it, the practitioners usefulness to an employer or client. All news media

depend upon public relations sources for much of the information they convey to viewers, readers, and listeners.

Although, public relations releases are sometimes used simple as leads from which to develop stories, at other times, reporters and editors rely upon the accuracy and thoroughness of public relations copy and use it with little change.

Trust is the foundation of all public relations practice and can be achieved only through ethical performance. Therefore, providing junkets for the press that have doubtful news value, throwing extravagant parties, giving expensive gifts, and doing personal favours will ultimately destroy a practitioner's effectiveness. Even if journalists ask for favours, the ethical public relations professional must find a way to tactfully decline. In the long run, establishing a reputation for honesty and integrity will yield dividends in media relations.

Although several studies have consistently shown that public relations practitioners and journalists have similar professional values and make similar news judgments, the same studies show that journalists strongly believe public relations practitioners do not have professional values. The unwillingness of the few practitioners to uphold ethical standards could be the reason these misconceptions persist.

## ETHICS AND LAWS

While ethical and legal issues frequently evolve from similar circumstances, the public relations professional must understand the differences. Keeping to the letter of the law does not guarantee ethical action. Many unethical claims and promotions have been structured to stay within the legal limits, even though their intent was to trick or deceive someone. While an understanding of the law is important, a professional must rely on a higher standard for decision making. Public relations practitioners working for publicly held companies have both an ethical and a legal obligation to promptly release news about dividends, earnings, new products, mergers, and other developments that might affect the value of securities. A delay in releasing such news could allow insiders to derive unfair financial benefits. The Securities and Exchange Commission and the individual stock exchanges strictly enforce these regulations.

## SUMMARY

Ethical questions arise frequently for public relations professionals during the course of their daily business with clients, the media, and others. In addition, practitioners are often called upon to be the source of ethical statements on behalf of the organizations they

represent. Thus, public relations professionals are especially sensitive to any suggestion of misconduct. To encourage commitment to ethical standards, both PRSA and NIPR among others have established codes for ethical behaviour, and PRSA has set up an enforcement procedure as well. Some believe that practitioners would be further influenced to abide by ethical standards if they were required to become legally certified, but licensure is still a controversial issue and has not been implemented. Codes, policies, and laws alone cannot achieve ethical standards; the ultimate responsibility lies with each individual practitioner.

## CASE STUDIES

Sometimes, in everyday practice, situations arise where the proper thing, the ethical thing, even the legal thing to do is not always immediately clear. Following are several such situations.

1. A well-known athlete is charged with selling drugs and planning and carrying out, with others, the death of a young married couple. His attorney calls you a close friend, to advise and assist him in handling the intense media interest in the case. During the period before trial, you learnt that the athlete was, in fact, a drug dealer and did

participate in the murder. The lawyer tells you that the information is privileged. You decide to await the outcome of the trial. The lawyer is able to get his client acquitted. What should you do?

2. Your firm is one of six under consideration by a manufacturer planning to introduce a new service into your area. You are given confidential information as to the service and the plans of the company. You are aware that the company will face severe opposition from certain groups and politicians, and that the job will entail overcoming this resistance. Your firm is turned down by the company and the assignment is given to a competitor. Can you disclose the information you have learned to the manufacturer's opposition in your area?
3. Your public relations firm publishes a newsletter directed to brokerage houses. A corporate executive asks your help in making his company better known among the brokerage community. A subsequent issue of the newsletter carries a highly optimistic forecast of the company but omits some information. Nothing in the story indicates any relationship, between you and the company. Were you under any obligation to disclose this relationship, and should you print a retraction?

4. You are a corporate public relations director. Your employer tells you to set up a supposedly independent organization to introduce and promote the use of a new product made by your company. This new organization is to be financed secretly by your company and some of its suppliers. Is there anything wrong with establishing this organization?
  
5. A distributor of medicinal products arranges with your firm to put on a press conference for an independent scientist who has tested the products and written favourably about them. You also arrange speaking engagements for the visiting scientist. After the press conference, you learnt that the scientist was actually an employee of the research arm of the manufacturer of the products. What actions should you take?
  
6. A client asks you for help in a financial merger situation. You decline because the matter is outside your expertise, and refer the company to a fellow practitioner who is knowledgeable in financial affairs. The fellow practitioner is so appreciative, he sends you a cheque for N5 million. Can you accept the money without telling the client?

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# 4

## REGULATORY BODIES OF NIGERIA'S PR INDUSTRY

PUBLIC RELATIONS CONSULTANTS' ASSOCIATION OF NIGERIA (PRCAN)

NIGERIAN INSTITUTE OF PUBLIC RELATIONS (NIPR)

## **PUBLIC RELATIONS CONSULTANTS' ASSOCIATION OF NIGERIA (PRCAN)**

The Public Relations Consultants Association of Nigeria is a trade sectoral group for the public relations industry in Nigeria. Public Relations Consultants Association of Nigeria (PRCAN) was founded in 1984. Public Relations Consultants Association of Nigeria aggregates and articulates the interest of member firms. PRCAN works to uphold best practice in public relations in Nigeria in the areas of standards, conduct as well as economic well-being for the public relations industry generally and public relations consulting in particular for the benefit of all stakeholders.

### **Enabling Law**

PRCAN's Enabling Law Public Relations Consultants Association of Nigeria draws legal backing primarily from Bye Law Number 3 1993 of the Nigerian Institute of Public Relations Act 16, 1990, Laws of the Federation of Nigeria. The Corporate Affairs Commission incorporated PRCAN Limited by Guarantee as a "private company" with legal



personality on May 24, 2007. The primary objective of PRCAN is the promotion of professional reputation management in Nigeria within the public and private sectors. Other aims and objectives include to:

- Promote the practice of professional public relations consultancy in Nigeria;
- Support, educate, promote, encourage and assist Nigerian professional public relations consultants;
- Promote public relations ethics and professionalism amongst Nigerian professional public relations consultants;
- Award monetary grants, facilities, support and assistance to Nigerian professional public relations consultants;
- Provide institutional, intellectual and other productive support to professional public relations consultants within Nigeria, and to establish a pool of financial and material resources, which will be made available to public relations consultants in Nigeria;
- Admit eligible public relations consultants/practitioners into the Association;
- Instill and continuously maintain a high level of professional discipline and standard amongst the members of the Association through the implementation of the provisions of the Code of Professional Conduct prepared and maintained by the Association for its members;

- Hold seminars, lectures and conferences on substantive issues relating to professional public relations consultancy in Nigeria in order to enhance public relations and appreciation of the role of professional public relations consultants in promoting an open and civil society;
- Keep and maintain a Register of public relations consultants; and
- Act as the spokesperson of public relations consultants in Nigeria and to generally cater to the welfare of public relations consultants in Nigeria.

Exclusion from practice by virtue of its enabling law, membership of PRCAN is a legal requirement for firms wishing to offer public relations services in Nigeria. It is illegal for companies and organizations not registered with PRCAN to offer public relations services in Nigeria, and for clients to offer briefs to them.

### **Code of Consultancy Practice**

A member firm has a general duty of fair dealing towards its clients, past and present, fellow members and the public.

In this respect, a member firm shall:

- Be free to represent its capabilities and services to any potential client, either on its own initiative or at the behest of the client, provided in so doing it does not seek to persuade the client to break any existing contract or detract from the service of same.
- Cause all its clients to be listed in the Annual Register of PRCAN. Cause all its Directors, Executives and Retained Consultants who hold Public Office, as members of National and State Assemblies, and members of Local Government or any statutory organization or body, to be recorded in the relevant sections of the Annual Register of PRCAN.
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- Not propose to clients any action that would constitute an improper influence on organs of government or legislation.
- Not intentionally disseminate false or misleading information, and is under obligation to use reasonable care to avoid dissemination of false or misleading information.
- Only represent competing interests with the consent of all those concerned.
- Inform a client of any shareholding or financial interest held by that firm in any company, firm or person whose services it recommends.

- Negotiate, propose or agree terms with client based on the resources that can reasonably be expected to apply. Be free to accept fees, commissions or other valuable considerations from persons other than a client, in connection with services for that client, provided such considerations is disclosed to the client.
- Not support to serve some announced cause while actually serving an undisclosed special or private interest. Not offer to give or cause a client to offer or give any inducement to such persons as described in Article 4 above who are not Directors, Executives or Retained Consultants with intent to further the interests of the member or of the client if such action is inconsistent with the public interest.
- Not engage in any practice and not to be seen to conduct itself in any manner detrimental to the interest of Public Relations Consultancy.
- Safeguard the confidence of both present and former clients and shall not disclose or use these confidences to the disadvantages or prejudice of such clients or the financial advantage of the member firm.

## CRITERIA FOR ADMISSION

### 1. Head of agency must have:

- First Degree or equivalent
- NIPR membership
- 5 years' experience

### 2. Agency to have:

- 5 Employees minimum
- 3 functional departments minimum (Media, Client Service and Corporate services)
- Heads of the departments must have first degrees or equivalent, and NIPR membership

## HOW TO APPLY

- Executive Secretary acknowledges each application
- Membership Committee sits to screen/ evaluate applications
- Schedule and visit the agency for inspection/ assessment
- Reports/recommendations to the Executive Committee
- EXCO makes final decision
- EXCO communicates decision to the Applicant
- Formal Inauguration

## **NIGERIAN INSTITUTE OF PUBLIC RELATIONS (NIPR)**

Established in 1963, Nigerian Institute of Public Relations (NIPR) the professional body of qualified Public Relations Practitioners, attained charter status in 1990 with Decree 16 (now Act of the Federal Republic of Nigeria).

The Law mandates NIPR to regulate the practice and direct the development of Public Relations as a profession in Nigeria. The law also makes it illegal to practice Public Relations, under any title, in Nigeria without NIPR certification.

### **OBJECTIVES**

- To promote and develop the art and science of Public Relations practice in Nigeria.
- To establish, prescribe and ensure the observance of high standards of professional and ethical practice.
- To provide facilities, advice and opportunities for executives to meet and discuss Public Relations problems and case studies, and thereby improve the standards of Public Relations practice in Nigeria.
- To encourage the acquisition of professional qualifications in Public Relations through the provision of examinations and other facilities.

- Build a credible and dynamic professional institution that is responsive to Nigeria's needs.
- To conduct research, collect and disseminate information on all aspects of Public Relations.
- To publish journals, books, practice papers and guidelines.
- Promote professional excellence through members upholding the Code of Ethic, Code of Conduct and through the Professional Standards Guide (PSG). The PSG entrenches a system of lifelong learning as well as gaining stakeholders' commitment to high standard of PR practice to give more value and strategic to those the professional serves.
- Encourage a more relevant institutes and more reputation sensitive society, by working with appropriate associations to generate sustained focus on the contributions of stakeholders in different sectors.

## **NIPR CODE OF ETHICS**

Nigerian Institute of Public Relations Public Relations Practitioners Decree No. 16 of 1990 empowers the Council of the Nigerian Institute of Public Relations to determine what standards of knowledge and skills are to be attained by Public Relations practitioners. For high standards of practice. The Institute must from time to time update its Code of Professional Conduct. The decree empowers the Council to make bylaws and other rules not inconsistent with this decree as to acts which constitute professional misconduct.

In pursuance of the provision of the decree, the Council of the Nigerian Institute of Public Relations hereby makes the following Bye Laws to be known as "The Nigerian Institute of Public Relations Code of Professional Conduct Bye-laws No. 1 of 1992.

## **MEMBERSHIP CRITERIA**

Qualifications for membership of the Nigerian Institute of Public Relations are periodically reviewed to meet the requirements by the public and the organized private sector (industry and commerce).

In 1998, a decision was reached that all entrants must hold any of the following qualifications:

- The Institute's Professional Certificate and Diploma in Public Relations
- CAM Foundation Certificate and Diploma in Communications Studies and Public Relations
- British Institute of Public Relations Membership Diploma;
- Business Education Examinations Council (BEEC) Professional Certificate and Diploma in Public Relations
- B.A., B.Sc., HND, MA. M.Sc., or Ph.D. in Public Relations; B.Sc., B.A. (Mass Communications), MBA with major / specialization in PR; or any recognized equivalent qualification.

A large, stylized white number '5' is centered within a dark blue square. This square is positioned on the right side of a horizontal blue bar that spans the width of the page.

# MEASUREMENT IN PUBLIC RELATION

EXPLAINING PR'S BARCELONA PRINCIPLES

HOW THE BARCELONA PRINCIPLES HAVE BEEN UPDATED



## EXPLAINING PR'S BARCELONA PRINCIPLES

We can measure the distance of the Milky Way. We can determine the size of an electron. But can we calculate the impact of public relations?

Maybe. Unlike physics or astronomy, it's not an exact science. And if you thought the debate on gun control and the Second Amendment was contentious, welcome to public relations. Measurement matters because in a very competitive marketplace for clients, dollars, internal resources and respect, the industry wants to justify its contributions and impact.

Like charm, reputation or leadership, public relations can be a subjective science. You know when you see it or feel it, but people can't always quantify every single sales lead, jump in revenue, rise in rankings, gain or loss of market share and link that to a single article in the Wall Street Journal, a fantastic speech at TED or Davos, Switzerland, or a series of Tweets.

There are three main opinions about metrics. The first comes from small agencies or individuals who claim they are the

master alchemist. They are the ultimate expert, and only their equation is the truth. The second opinion, with possibly the most members, are followers of the [Barcelona Principles](#), a document created by a large committee of well-meaning PR pros that establishes broad guidelines. The second group believes this is the Bible. The backbone of this theory are seven guidelines that are quite expansive. Narrowing down the inputs and outcomes for all or part of these principles into usable equations and statistics can be very complicated, and in some cases, expensive.

Here's the 2015 update on the seven principles:

1. Goal Setting and Measurement are Fundamental to Communication and Public Relations
2. Measuring Communication Outcomes is Recommended Versus Only Measuring Outputs
3. The Effect on Organizational Performance Can and Should Be Measured Where Possible
4. Measurement and Evaluation Require Both Qualitative and Quantitative Methods
5. AVEs are not the Value of Communication
6. Social Media Can and Should be Measured Consistently with Other Media Channels
7. Measurement and Evaluation Should be Transparent, Consistent and Valid

I'm in the third group. A few months ago I wrote an e-book for [Meltwater](#), "Estimating the Real Value of Public Relations," where I introduced a simple measurement that anyone can do for a single media placement.  $PR\ Dollar\ Value = Advertising\ Equivalency\ (AVE) \times Multiplier\ of\ 5$ . This was based, in part, on a six-year study of 72,000 readers of the Los Angeles Times. The multi-million-dollar research study, which surveyed 12,000 readers in seven different categories every week annually for six years, determined editorial content was much more valuable than advertisements in terms of awareness, recall and attitudinal impact. The multiplier comes from previous studies with multipliers ranging from 2.5 to 8.0 along with discussions from the author of the LA Times comprehensive project.

Besides that major research, and similar less comprehensive ones, there are three reasons to use AVE. User Experience, Buyer Experience, and The Real World. In a newspaper or magazine, or on the Internet, TV or radio, you cannot divorce the experience of ads and editorial. They are seen or watched or listened to side-by-side. To claim otherwise is simply not realistic. Second, each day businesses large and small decide how to spend their marketing budgets and resources: advertising, public relations, social media, billboards, events, etc. Its already being compared – every day. Third reason, reality. Advertising is a multi-billion

business. Look at the Super Bowl. Google Ads. What do PR people want to compare editorial to smoke signals? Olive oil? The foam in their skinny mocha lattes?

Reasonable people can disagree. The adherents of the Barcelona Principles do not use AVE. That's fine. Although we disagree on AVE, there's a lot of good information – and good intentions – contained in The Barcelona Principles. They deserve serious scrutiny. The document comes from very smart people who want to increase the reputation of the PR industry.

To find out more, I interviewed the main author, David Rockland, Ketchum Partner, Immediate Past Chairman, the International Association for Measurement and Evaluation of Communication, via email. Here's what Rockland had to say.

**Robert Wynne:** Can you measure PR?

**David Rockland:** Yes. You measure PR by answering one or more of the following questions: Outputs: Did you reach or engage your target audience with the messages or content you intended? Outcomes: As a result of reaching or engaging that audience, did they change in the sense of their awareness, comprehension, attitude, behaviour and/or advocacy? Organizational Results: What were the effects on

the organizations as a result of the changes in the audience, often measured in sales, market share, employee engagement, advocacy, donations, etc.

**Wynne:** If so, how can you measure PR using the Barcelona Principles?

**Rockland:** The Barcelona Principles provide the framework for communications measurement and are not specific tools or formulas. However, by applying them, you wind up with a solid measurement program for communications. Within each Principle, there are pretty specific directions in terms of how to write measureable goals and then the techniques you apply for each type of measurement, including what are the best ways to apply those techniques. The Principles reflect the fact that communications take many different form, and the Principles guide you in terms of how to measure each form. However, I know many companies and other types of organizations from Southwest Airlines to Cleveland Clinic to the UK government, who use the Principles as the basis for their communications measurement.

**Wynne:** Is this expensive, do you need to hire a big PR agency, or can you do it yourself?

**Rockland:** It really depends on the communications program and its goals. Someone can use the Principles

themselves to derive the approach. In many ways, it begins with coming up with good goals at the outset, and then the measurement program is pretty well delineated. Obviously, there are efficiencies in involving a firm or professional who does this kind of work a lot. However, that may not always be necessary. A reasonable consideration is to spend 3-7% of the total budget on the goal-setting and measurement, but make sure you are using the measurement to not only determine how you did, but also to better the communications effort moving forward in a predictable fashion.

**Wynne:** Were the principles created by a team of 200 people? In other words, was this a document created by consensus?

**Rockland:** The initial Principles in 2010 were created by around 25 people, edited by me and then voted into existence by around 250 people from around 35 countries at a conference in Barcelona. They were then adopted by many companies, associations, etc. In the 2015 update, I convened people from a broader array of organizations -- government, academia, corporations, non-profit and trade/membership organizations -- to get their input and perspective. In some cases, the various organizations solicited input from their members. So, in this latest iteration,

there were probably as many as 200 people involved. However, at the end of the day, in 2010 and 2015, the Principles were written on my computer and do reflect my perspective on bringing together the viewpoints and experience of many people who are engaged in the communications profession in many different ways. Fortunately, when they were unveiled both times, everyone involved agreed with them and use them in their organizations.

And the discussion continues ...

Robert Wynne owns a public relations and events agency in Redondo Beach, CA. He is the author of the Amazon bestselling book, "[Straight Talk About Public Relations](#)."

## HOW THE BARCELONA PRINCIPLES HAVE BEEN UPDATED

Changes from the original Barcelona Principles 2010 to the Barcelona Principles 2015

### **Principle 1:**

**From:** Importance of Goal Setting and Measurement

**To:** Goal Setting and Measurement are Fundamental to Communication and Public Relations

While the Barcelona Principles were intended to provide a foundation for PR programs, the updated Principles recognize that they can also be applied to the larger communication function of any organization, government, company or brand globally. In fact, measurement, evaluation and goal-setting should be holistic across media and paid, earned, owned and shared channels.

### **Principle 2:**

**From:** Measuring the Effect on Outcomes is Preferred to Measuring Outputs

**To:** Measuring Communication Outcomes is Recommended Versus Only Measuring Outputs

The updated Principle is more encompassing of the role of qualitative methods. While the original Principle stated quantitative methods of measuring outcomes were “often preferable,” the updated Principle recognizes that the use of qualitative methods (along with quantitative) should be used as appropriate. The updated Principle also specifically calls out advocacy as an outcome that can (and should) be measured.

**Principle 3:**

**From:** The Effect on Business Results Can and Should Be Measured Where Possible

**To:** The Effect on Organizational Performance Can and Should Be Measured Where Possible

The updated Principle emphasizes that communications impact more than just business results; rather communications can impact the overall performance of an organization. To do this, organizations must have, and practitioners must understand, integrated marketing and communication models. The PR channel does not exist in a silo, nor should PR measures.

**Principle 4:**

**From:** Media Measurement Requires Quantity and Quality

**To:** Measurement and Evaluation Require Both Qualitative and Quantitative Methods

The updated Principle recognizes that qualitative

measures are often needed in order to explain “the why” behind the quantitative outcomes. In addition, the updated Principle reminds practitioners that to be truly objective, we need focus on measuring performance (be it positive, negative or neutral), and avoid making assumptions that results will always be positive or “successful.”

**Principle 5:**

**From:** AVEs are not the Value of Public Relations

**To:** AVEs are not the Value of Communications

The updated Principle continues to underline that Advertising Value Equivalents (AVEs) measure the cost of media space or time and do not measure the value of PR or communication, media content, earned media, etc.

**Principle 6:**

**From:** Social Media Can and Should be Measured

**To:** Social Media Can and Should be Measured Consistently with Other Media Channels

The updated Principle recognizes that social media measurement tools have evolved to a point where there is greater potential for consistent measurement on engagement, along with quantity and quality.

**Principle 7:**

**From:** Transparency and Replicability are Paramount

to Sound Measurement

**To:** Measurement and Evaluation Should be Transparent, Consistent and Valid

In the spirit of integrity, honesty and openness, the updated Principle includes more specific guidance valid quantitative and qualitative methods in an effort to ensure quantitative methods are reliable and replicable and qualitative methods are trustworthy.

**About AMEC**

AMEC is the world’s largest trade body representing communications research, measurement and insights. AMEC has over 140 members in 40 countries, including media intelligence companies, global PR Groups, Government departments and Non-Profit organisations.



# **PERSPECTIVES FROM THE GLOBAL PR INDUSTRY**





# Global PR Industry Growth Slows To 5% As Networks Struggle

The global PR industry grew by 5% in 2017, based on the Holmes Report's definitive annual ranking of the world's top 250 PR firms, which is now live.

The Global Top 250, which provides the clearest picture available of global PR industry size and growth, is based on submissions from more than 400 PR firms across the world.

The research reveals that the Top 250 PR firms reported fee income of around \$11.7bn in 2017, compared to \$11bn for last year's Top 250 ranking. That growth was powered by midsize agencies, given that the world's Top 10 PR firms only grew 0.9% to \$5bn, led by strong performances from BlueFocus (up 12.3% in constant currency terms) and Cohn & Wolfe, which cracks the top 10 amid its merger with Burson-Marsteller.

Accounting for the numerous firms that reported outside of the Top 250, along with the vast number of smaller firms that do not provide revenue figures, the Holmes Report estimates the size of the global PR agency industry at \$15bn, the same size as 2017.

Meanwhile, the 'floor' for the Top 250 rises slightly, from \$4.5m last year to \$4.8m this

year reflecting both growth and the popularity of the ranking with firms from across the globe.

### Global Top 250 Growth

Currency volatility, in a particular the effect of the weaker US dollar helped many firms report stronger USD growth – at 5.1%, compared to 4% in 2016. Constant currency growth, however, decreased to 5.1% compared to 7.4% in 2016, based on a like-for-like comparison of those firms reporting fee income for 2017 and 2016.

The Global 250 also reveals the following:

- For US PR firms (\$7.5bn), growth was 2.6%, down from 4.6% one year ago.
- For all PR firms reporting in USD (\$9.5bn), growth was 3.4%, down from 5.3% in 2016.
- UK PR firms reporting in GBP (accounting for around \$768m, or £569m) grew by 14.3% in reported (USD) terms thanks to the weaker dollar. They grew 4.2% in constant currency terms, compared to +9.3% one year ago
- PR firms reporting in Euros (\$961m), grew 21.2% in

reported (USD) terms, or +6.2% in constant currency terms.

### Midsized vs Top 10

The world's Top 10 PR firms reported fee income of \$5bn, up just 0.9% compared to 2016, effectively making it the worst year for major PR networks since the global financial crisis of 2009. Of the Top 10, only Cohn & Wolfe and BlueFocus registered double-digit growth, with several others declining.

However, midsize PR firms – defined for these purposes as those within \$50m to \$250m – performed handsomely in picking up the slack, illustrating how this tier of agencies have come to lead the market in terms of both growth and innovation. Midsize firms were up 6.1% in reported (USD) terms, or 3.1% on a constant currency basis.

Within this group, several agencies recorded eye-catching growth of more than 15%, including W2O Group (+18%), Japan's Vector (+38%), Hering Schuppener (+19%), Allison+Partners (+15%), Marina Maher Communications (+20%), GCI Health (+24%), H&H (+25%), SKD Knickerbocker (+19%), Prosek Partners (+32%) and M Booth (+18%).

“While this year's numbers are again impacted by currency fluctuations, many of the patterns we have seen in recent years appear to be holding true,” said Holmes Report founder Paul Holmes. “There is healthy – but not spectacular – growth for the industry as a whole, and independent and midsize firms continue to outperform the giant global networks.

“In an environment of fast-paced change, it seems that while scale is helpful – at least on a national market level – the ability to adapt is also important,” added Holmes. “That is a benefit to firms in the middle market: large enough to provide integrated services, small enough to be nimble and flexible and entrepreneurial.

“The one significant difference between this year and previous years is that Europe outperformed North America,” pointed out Holmes. “In the past we have observed that continental Europe in particular has been slower to adapt to new ways of doing business, to expand digital and social, content creation and data and analytics to compete with other marketing service providers. Perhaps we are seeing firms there sprinting to catch up, or perhaps the volatility in the US market – a reflection of the political climate there – was holding back American firms last year.”

## Public vs Independent

While independent PR firms have comfortably outgrown their publicly-held peers for several years now, that divide grew more pronounced in 2017, with independent PR firms increasing fee income by 8.8% on a constant currency basis to around \$5.3bn, or +10.5% in reported USD terms.

All publicly-owned firms, meanwhile, reported fee income of \$6.5bn, growing 3.7% on a constant currency basis, or +3.7% in reported USD terms, and accounting for 40% of the overall market.

The divide between independent and public PR agencies is even more clearly seen when analysing the performance of the Big 4 holding groups, whose PR operations were effectively flat at \$4.6bn.

The Big 4 (Omnicom, IPG, WPP, Publicis) account for around 30% of the overall global PR market, at \$4.6bn. Independent PR firms reported fee income of \$5.3bn, again outstripping the PR operations of the Big 4 holding groups, a divide that grows larger every year.

## Revenue per capita

Revenue per capita rebounds to \$159,000 in this

year's Rankings up from \$151,000 last year and 2016 to the same level as recorded in 2015.

## Holding Groups / Networks

WPP benefited from a weaker US dollar to reclaim top spot in 2017 among holding group PR operations in USD terms. On a constant currency basis its growth (+6.4%) took it to almost \$1.6bn.

While Interpublic's CMG unit reported \$1.5bn, this includes several firms that do not specialise in PR; accordingly Omnicom's PR operations at \$1.38bn are likely to be the second-largest in the world.

Further analysis of the world's fastest-growing PR firms, along with specific regional rankings, will follow over the coming weeks.





# How the PR industry will evolve over the next five years

As we swiftly move through the first month of 2018, I can't help but consider this: our industry has never faced such a plethora of opportunity and risk.

It's an exciting time to be in comms and the future looks like it's going to ring in the changes.

The truth is, over the past decade, technology has developed faster than both agencies or clients, and all of the massively talented people within them, could learn. Clients have scabbled around trying to buy in the expertise needed.

Read More

Two out of five directors still unsure on GDPR issues

Thousands of new style niche agencies sprung up, each claiming to be a "full service" agency. And, while our industry has grappled with a lot more providers doing a lot less, recent rises in M&A activity has given me hope.

Finally we're seeing the grass roots movement of someone's thinking about the client's needs. We've seen trends for PR agencies merging with digital agencies, ad

agencies merging with PR agencies and management consultancies snapping up ad agencies. This is, to my mind, where the PR industry has the most opportunity to transform itself.

We're also seeing M&A activity within the media sector. Beleaguered print media have been equally challenged by the mass adoption of digital media.

Just this month, media giant DC Thomson (or DCT Media as it has now repositioned itself) bought up Wave 102 giving it broadcasting ability in the Dundee and Perth areas.

This horizontal integration will, I believe, become more commonplace as media providers seek to spread the risk and broaden their audiences.

Just look at the acquisition activities of Bauer Media and Rupert Murdoch's News Corp. Scale matters and media choice is the order of the day.

Small is no longer beautiful. It's back to basics: audiences matter, the bigger the better.

In the next five years I predict we will see a prolific shift to an "under one roof" agency concept.

M&A activity will increase to fuel that movement.

It may be the bigger ad agencies will embark on a shopping spree, snapping up comms agencies offering a different perspective on the world.

PR agencies will start to reposition themselves as communications agencies, or integrated agencies, and offer a plethora of services under one roof – with particular emphasis in growing their digital offering.

While the term "PR" won't disappear from the vernacular altogether, "PR" will have to reposition itself as a discipline to something more indicative of how wide ranging it can be in terms of delivery.

"As for those in the industry, it's absolutely time to go back to school.

I predict we'll see a sharp rise in training and development activity while agencies work hard to upskill their people as quickly as possible.

We'll see job descriptions start to widen too. Students should be throwing themselves into as many multi-media opportunities as they can – the new kid on the block who has mastered the arts of telling a story on screen, in writing and in audio will absolutely have the future advantage.

So, back to the future: it sounds exciting, doesn't it?





# The Future of the PR Industry

While some sectors have welcomed the digital era with open arms, others have been far slower to progress. The PR industry may have grown 7.4 percent in 2016, but the revenue generated per PR employee went down 5 percent the same year. What this points to is a growing industry with an efficiency issue -- which is both a big problem and an obvious opportunity to innovate.

## An Analog Industry in a Digital Environment

PR professionals get the word out about their client or brand by building relationships with reporters and influencers. A couple decades ago, before the recent proliferation of media, maintaining a Rolodex of contacts and calling the right reporter with the right story made sense: It was a relationship-driven business in an analog world.

Today, with the expansion and digitization of the media landscape, all those journalists and influencers have increased by orders of magnitude. Yet media relations have stayed pretty much unchanged. As a result, PR practitioners aren't able to reach -- or even find -- all the reporters relevant to their campaigns.

And with shrinking budgets for staff writers, publications are turning increasingly toward unpaid contributors, who may be harder to contact as they usually have full-



time jobs. To make matters worse, those contributors are getting more pitches than ever in an era when fake news and social media noise have created huge demand for credible articles in third-party publications. A popular reporter may get hundreds of pitches in a single day -- which means the majority of them are just plain ignored.

### **AI and Automation As Equalizers**

While almost every discipline in the marketing suite -- from SEO to ads and inbound marketing to events -- has become data-driven, PR still hasn't. What's the solution? The PR world needs innovative technologies that allow practitioners to more easily target reporters, understand impact, and streamline and automate parts of their workflow.

The PR industry is worth \$15 billion today and is expected to close in on \$20 billion in the next three years. PR tech is likely to become one of the hottest sectors in B2B technology -- as long as entrepreneurs and investors actually seize the opportunity in front of them.

Thankfully, some interesting startups are beginning to notice the market need.

Propel, a CRM platform that brings AI and streamlining to PR teams, just launched this month. With data, Propel helps PR pros understand which pitches, teams, and campaigns are succeeding -- and shows them what to do with those insights. By helping PR teams get under the hood of their media and influencer relations efforts, Propel offers clarity and accountability. This means managers can run their teams better, and employees can more effectively target reporters and get results.

A more established innovator in the space is TrendKite, which launched in 2014 and has already raised \$36 million in funding. The startup helps brands and agencies measure the impact of their PR campaigns by providing a variety of analytics, including coverage volume, SEO value, social engagement, and more. TrendKite also helps customers attribute nondirect traffic back to PR activities.

AirPR is another relatively new startup in the business of providing analytics that show the bottom-line impact of PR. With \$10 million in funding, the startup's specialty is attribution of traffic and measurement and monitoring of media activity.

### **Power Shift From Firms to Customers**

As more PR tech startups emerge, and the veteran players introduce new products, brands can not only adopt such technologies, but insist that their agencies do so as well.

Progress in any industry depends on a breakdown of power structures that open up access to knowledge and resources. The influx of technology into PR allows clients to see the numbers behind the operation and understand what work is being done -- along with its impact.

This is a net positive for everyone, including firms that need to embrace technology and openness if they want to stay competitive in our data-driven marketing ecosystem. Ultimately, as consumers continue tuning out ads, and marketing dollars shift toward content, the PR industry finds itself on the threshold of a huge opportunity.

PR will always be a people-driven business. But by seizing technology that complements and advances PR professionals, the industry's brightest days may be just ahead.



# PR Is Enjoying A Golden Age, So Why Is The Industry On A Knife Edge?

For some time now I've been wondering why PR agencies seem so reticent to capitalise on their newfound position of strength.

Let's start with the good news. PR is in high demand. If you believe the numbers, the industry is in rude health.

The 2016 PRCA census showed growth in the UK PR industry of 34% since 2013 to £12.9bn. The number of staff working in the industry was up an even more impressive 37% during the same period.

The data on Creativebrief.com also supports this, pointing to a boost in client demand for PR agencies with activity in the discipline showing a 220% increase in the last 3 years.

And in a way it's not difficult to see why.

The ongoing streamlining of marketing and comms teams sees PR increasingly fall under the remit of the marketing director, affording it increased stature in the brand marketing hierarchy.

In a digital-everything world where earned media and advocacy are undisputedly king, the storytelling skills of the traditional PR person are in greater demand.

In a landscape that sees consumers in control and holding brands to account more pointedly (think Uber, Google, Shell, McDonald's and more), corporate reputation management is imperative.

All of these elements bring the discipline of PR into sharper focus than ever before. So surely there's never been a better time for the industry? Right?

And the argument is (on the surface) given further weight if we focus on the most awarded work in recent years in marketing communications as a whole.

Let's take Cannes as a benchmark; arguably still for now the creative industry's biggest stage.

Here some of the most lauded and memorable work has come from the likes of Burger King (McWhopper), Always (Like A Girl), REI (Opt Outside), State Street Global Advisors (Fearless Girl), New Zealand's

Transport Accident Commission (Meet Graham) and more.

If we scratch beneath the surface there's an interesting trend here that's impossible to ignore. All are campaigns that have thrived by placing PR and social thinking at the very core of the idea itself — amplified and activated through more traditional channels to great effect, but not led by them.

But here's the kicker. The brutal truth is that all of this isn't the good news for PR agencies that it might seem. The reality is that creative agencies have spotted an opportunity and are now menacingly piling in.

Those credited for the work above are McCann New York, Clemenger BBDO, Colenso BBDO, Venables Bell, Leo Burnett and others. Creative agencies, ad agencies, call them what you like, but they are not PR agencies.

And that for the PR industry, on a macro level, is a growing problem. In the same way that it became a transformational issue for digital agencies just a few years back (many of whom no longer exist in any recognisable guise).

But as much as there's a clear and present threat here, there's also untold opportunity. The fact

remains that brands now better than ever understand the disproportionate value of PR activity working inextricably alongside broader advertising and marketing.

And to me that's long overdue. For too long the world of PR has seen itself (both structurally and philosophically) as separate and somehow different. But the time is right now for PR to align and to sit more definitively under the banner of the mainstream creative industries.

At the same time, though, it's important for the discipline not to completely lose its identity. And that will be a complex and difficult balance to strike, a transition requiring intelligent thought, industry cohesion and deft leadership.

In the short-term, PR agencies must capitalise on the good times. They must shout from the rooftops about the central role that contemporary PR has to play at the heart of modern and purposeful brands. This is still something the industry seems strangely reluctant (or insufficiently organised) to do.

We're on the cusp of a golden era for PR, but swift and definitive action is needed to ensure a strong and prosperous future for PR agencies and their staff. The sharks are circling.



# Ten Tips on Setting the Right Communication KPIs

“Did everyone know this was a discussion about evaluation?!” This was the question Hotwire’s Darryl Sparey asked the audience at the recent PRCA Evaluation Group Quarterly meeting held at Ketchum’s offices on the South Bank. More than 80 professionals packed the room to hear from a highly qualified panel of experts discuss the complexities of setting the right KPIs.

Originally intended as a hybrid panel and workshop session, the evening had to ‘pivot’ into a panel discussion due to the high attendance numbers. A clear case of the Evaluation Group exceeding its own attendance KPIs for the event. Unsurprisingly, each of the panel members harboured strong views on what constitutes best practice in setting KPIs and each had a good selection of tips and advice for the audience.

Annabel Dunstan, Chief Insights Officer and Co-Founder of Question and Retain (Q&R) opened proceedings with a summary of a quick poll taken amongst those who’d RSVP’d to the event. Using Q&R’s online platform, the PRCA Pulse survey results indicated that 57% of respondents either find setting KPIs “not straightforward” (43% - by far the largest response) or generally don’t set them at all (14%).

Using this poll as a backdrop, Annabel drew upon her previous life as MD of Three



Monkeys by highlighting her philosophy around KPIs – “If you can’t measure it, you can’t manage it”. Moving onto definitions around KPIs – Annabel posited that ‘A Key Performance Indicator (KPI) is a measurable value that exhibits how effectively an organisation achieves its strategic objectives. Essentially, an effective KPI is an actionable metric that keeps your strategy on track. Organisations use KPIs to efficiently manage, control, and achieve desired business targets.’

Hotwire’s UK Director, Darryl Sparey, deconstructed the acronym so as to highlight a number of considerations that must be taken into account when setting effective KPIs. Sparey outlined the importance of setting the right ‘Key’ metrics that focus the attention of senior leadership on the impact of communications. The ‘Performance’ component of the acronym informs whether a campaign is working while ‘Indicator’ element highlights the sometimes uncomfortable truth that metrics may indicate success but they may not be the only factor behind a specific campaign outcome.

Practical advice came from Mark Carrier, Research & Development Director at Kantar who highlighted two key challenges in choosing the right KPIs and metrics for any campaign. First and foremost, it is essential to have a deep understanding of the client’s overall business objectives. Aligning to business outcomes

is the surest way of capturing the attention of senior executives outside of the communications function. And to do this, it’s critical to find the right starting point. In other words, always set a benchmark and use that data to track progress to target KPIs and overall goals.

Possibly the most ‘heated’ part of the evening came when the panel was asked about attribution. This seemed to be the biggest challenge facing the audience and is indeed a barrier in the measurement of communications debate. Lou Such of Frank PR probed for robust attribution models citing campaigns where a mix of marketing and communications programmes are employed. Hotwire’s Darryl Sparey put forward a percentage based approach that leaned heavily on post rationalising the impact of communications as a driver of the outcome. The panel agreed that employing digital metrics makes for much more straightforward outcome measurement and that when setting KPIs, factors such as marketing programmes that lie outside of the control of the comms team, must be taken into account when setting suitable metrics so as to minimise the attribution debate.

In summary, the panel offered up a number of recommendations and top tips to consider when developing KPIs:

1. Always start with a clear understanding of what the business needs the communication function to achieve – don’t rely on the outdated belief that media clips are everything
2. Select KPI specifically for an individual program to ensure that they are relevant and will provide meaningful feedback on the programme. There’s no ‘one size fits all’ when it comes to KPIs
3. Don’t overlook the EQ (emotional intelligence) component of your work – avoid getting tunnel vision – remember to establish what people feel about the campaign. Ensure you capture qualitative data as well as the quantitative
4. Use the most relevant metrics that best fit with your measurement program. Better to evaluate more metrics (as long as they are relevant!) than less in order to capture a range of useful data points – you can only measure once so you don’t want to miss the opportunity
5. Involve key stakeholders in the development of your KPIs so as to start the campaign with a true shared agenda of what success will look like
6. Set or obtain benchmarks so you have a baseline for measuring improvements and tracking progress over time.
7. Embrace data and make Google Analytics your best friend. There’s a wealth of opportunity to demonstrate outcomes and to support attribution by analysing web traffic

8. Use the multitude of tools that are available to gather data and insights in order to measure KPIs. Much work has been done to catalogue both free and paid for tools and platforms– visit <http://www.futureproofingcomms.co.uk/> for inspiration
9. Visit the AMEC website <https://amecorg.com/amecframework/> for guidance on the measurement framework, which provides details of methods of evaluation and which metrics/ KPIs to use
10. Great KPIs – so long as they are met – win awards. The industry is constantly seeking evidence of outstanding work and so putting time and effort into setting the right KIPs pays off for all involved

### **The future's bright**

I have spent the past ten years obsessing about measurement and on pushing the evaluation agenda across our agency and with clients. Sadly too many professionals sigh when the topic of measurement comes up and there is an insidious element of debate fatigue and cynicism around the topic. Anyone who harbours this attitude today however should reconsider and just look around at the work being done by so many individuals and professional organisations such as the PRCA and AMEC. There is no good reason why PR cannot report back on its

impact and the outcomes it delivers. AI is creeping into media analysis, data analytics and data visualisation techniques are now mainstream and if we're talking digital, then there is a plethora of tools to measure performance and, ultimately, the impact the work we do has on our clients and for the companies we work for. For these reasons, I'd suggest there's never been a better time to be in PR and communications.





# Consumers don't care about your brand's key messages

It's been a great week for musing on the future of the PR industry. That isn't a comment on the departure of Sir Martin Sorrell from WPP (that remains to be seen), it's reference to the bright minds and even brighter ideas that came to bear in London this week.

I had the pleasure of chairing the PRCA Careers Fair at Westminster University, encountering first-hand the passion and creative expression for the future of the PR industry held by the next generation of communications professionals. A common factor of conversation amidst the enthusiastic jostling for air-time with industry movers and shakers (sparked by appearances from the likes of Joe Mackay-Sinclair from The Romans, Will Hart from Nelson Bostock, Pema Seely from M&C Saatchi, and a host of others) was the importance of culture as a catalyst for audience connectivity to a brand or campaign, and its innate effect on creativity.

Failing to place culture at the centre of communications campaigns can reveal hard truths: consumers don't care about your brand's key messages. No matter how well-positioned and well-thought-out those propositions may be, if they lack relevance to the audience; they will get you nowhere.

What consumers do care about, however, is culture that speaks to them. Culture in all its glory.

Often sitting outside a brand's walls; it is what's happening in everyday life - dress, language, rituals, norms, systems of belief, and codes of manners. A big part of culture centres on how people enjoy spending their time and what they choose to engage in - and that choice rarely marries to a brand without creativity.

Successful brands are finding ways to seamlessly tap into culture. Culture becomes part of their DNA. When brands connect to their audience through culture in a genuine way, they become interesting and relevant. There is immediately greater engagement and increased opportunities for growth. Pragmatists intentionally base marketing communications around cultural themes, current societal anxieties, and societal desires. Risk-takers are inclined to approach moments in time where people are having and voicing opinions; finding platforms upon which to stretch some creative muscle and cement an all-important link between cultural and brand relevance.

Having a close connection to, and understanding of, culture promotes a deeper grasp of audience motivations; what they desire; what makes them happy or sad; what makes them feel better about themselves and the world around them. Building brand communications around cultural insights will

greatly increase the chance of developing campaigns that your audience cares about. It's not exactly revolutionary thinking, but it's a worthy reminder from industry big-wigs and up-starts alike that culture is often the make or break ingredient for a brand's success.



# Thoughts on managing a crisis from the PRCA's Exeter simulation

How quickly could you get sign off on a statement during a crisis? When should you respond to individuals on social media? And how much information is too much? These were just some of the questions raised after last night's crisis simulation that Polpeo ran for the PRCA in Exeter.

## Getting sign off, quickly

I once spoke to a lawyer who said she had got to draft 97 of a one-line crisis response before it was signed off by her client. Unsurprisingly, by the time it was released it was out of date and far too late to have any bearing on the outcome of the crisis.

While no-one in the PRCA group had experienced anything quite that bad, there was a very lively discussion about whether people would be able to get sign off quickly enough in a crisis in their (or their client's) organisations. On the whole, those working in smaller teams in-house found it easier to get quick access to the people who could approve external comms. But there are things that you can do to speed up the process, whatever organisation you work for. I think fast sign-off comes down to four things:

Having someone on your crisis team who can sign off statements on behalf of the business. One (in-house) group member said that as soon as an issue breaks, the crisis comms team is assigned a crisis lead from the business who can approve everything straight away. That crisis lead will stay close to the comms team for as long as the issue is live, specifically to aid sign off.

Preparing statements in advance. Sod's law says that however many statements you have prepared, the one issue you hadn't predicted is the one you'll face. But you can predict the types of crisis you might face, and prepare examples of comms to follow for each crisis type. And of course, you can practise adapting those statements for social media.

Having clear crisis roles defined in advance. Knowing who has responsibility for what is crucial in a crisis. If the CEO has sole responsibility for signing off on comms, and they are uncontactable, what happens?

Trust. This is the big one. If you're going to respond quickly, you have to trust the team in charge of comms to do the right thing. Training helps here, of course, and rehearsal. It also means building a really strong relationship with whoever has ultimate responsibility for the crisis.

### **Responding to individuals**

Whether to respond to individuals provoked a lot of

discussion. Our crisis simulation scenario yesterday started with a series of social media posts from a disgruntled ex-employee. The teams quite rightly started by trying to contact him directly to resolve the situation. When the situation escalated, it became clear pretty quickly that the teams wouldn't be able to respond to everyone individually who was posting about the issue.

We talked about triaging posts, and the group agreed that the best approach is to group people and respond according to the impact they could have on the crisis. For example, answering customers' queries is as important during a crisis as it is at any other time. Journalists and influencers, left unanswered, could have a serious impact on reputation. Employees can really help the company weather the storm if they're kept informed. Pinned posts and general information issue regularly on all channels are great ways to speak to a mass audience.

### **How much is too much?**

And finally, how much is too much? I'm a great believer that in a crisis, you need to get information out, fast, in order to be the voice of authority. If people don't get information from you, they'll get it from someone else. It's the only way to stay in control of the message.

But equally, you want to be 100% sure that the information you're issuing is correct. So short, regular communication of facts as you verify them will help to quash rumours, establish your authority, and reduce the volume of incoming queries.

Whatever your approach is, the important thing is to agree it before the crisis hits. These kinds of discussions are great to have with your teams now, so that when the worst happens, you go into the crisis prepared, clear about your role, and knowing how to approach communications from the outset.



# The most important milestone in PR?

Although few realised it at the time, a key milestone – possibly the key milestone – in the history of public relations took place some twenty five years ago.

It was the invention of functional magnetic resonance imaging, or fMRI for short.

Psychologists had long run experiments, of course but, for the first time, neuroscientists could now investigate how our brains really worked – on the inside.

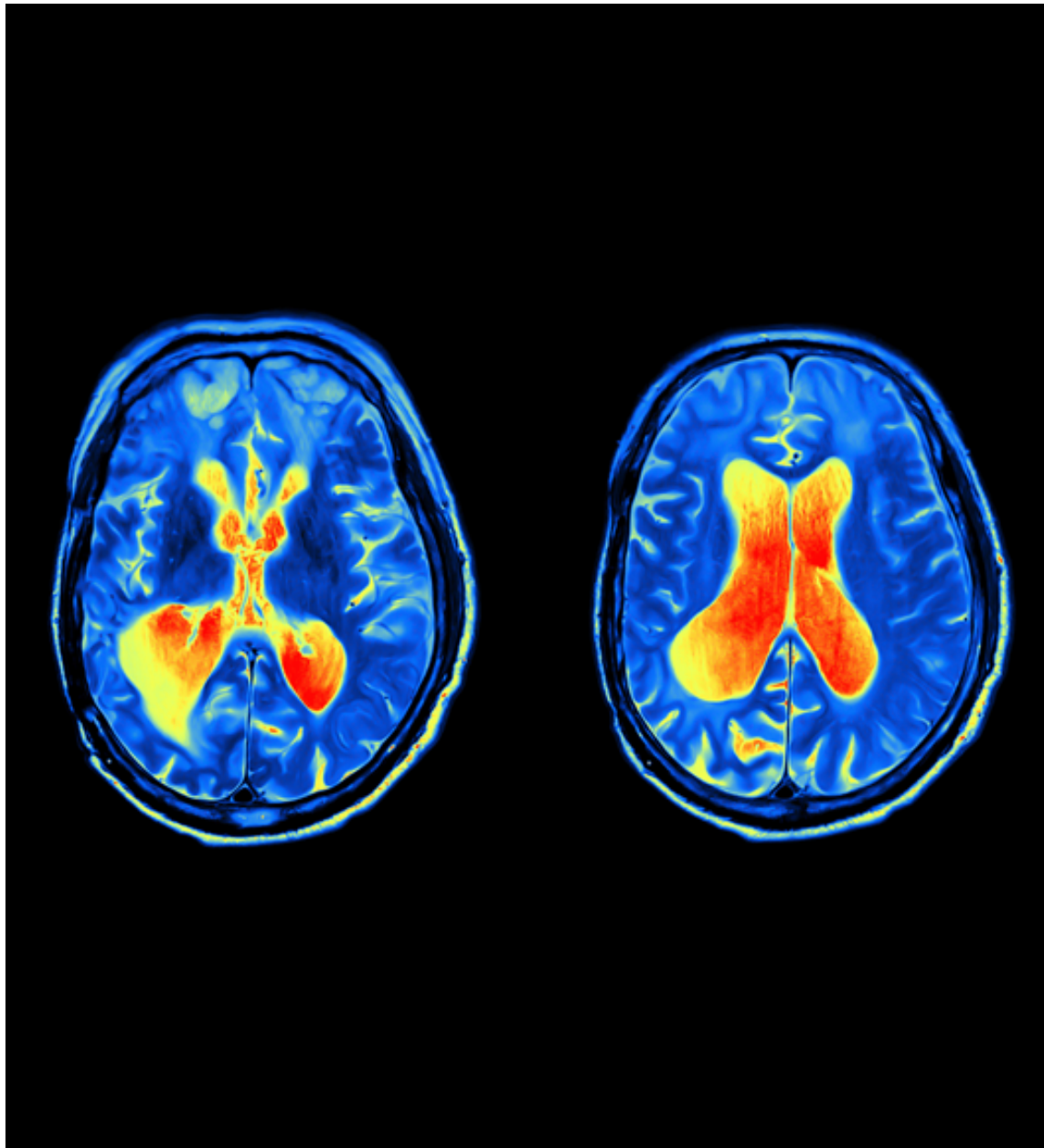
Subsequent research is hugely significant for PR practitioners.

We now have a much better understanding – and evidence – of how we really make decisions, form judgements, evaluate situations, perceive others, and express ourselves.

The human brain is a marvel of evolution.

Yet it developed to get most things right most of the time; perfection is unattainable and – arguably – undesirable.

Furthermore, society changes far more quickly than our biology. So there's a lag: we're always better equipped to deal with yesterday's problems.



The key point? We're not the rational agents we'd like to think we are.

This may sound like common sense, but it couldn't be further from the social science that I was taught at university nor (dare I say it) practised at the start of my career.

And it has several implications for PR. Consider three.

First, a rational argument needs non-rational support to succeed – perhaps an emotional appeal, linguistic frame, appropriate timing, or trusted communicator.

Moreover, there is strong evidence that reasoned debate can entrench views, rather than change or moderate them. So we need to be much smarter in how we engage.

Second, the use of non-rational props doesn't expose PR to the old charge of spin or manipulation – far from it, in the hands of an ethical practitioner.

Non-rational influences are always going to be there; the question is whether we do our best to align these with the rational case. I'd argue that we have a duty to do so.

Third, psychologists demonstrate time and again why

we should embrace the views of others.

They point to the numerous ways in which our judgements are biased; carefully distinguish our perceptions from reality; locate knowledge in the community, rather than the individual; and so forth.

In short, they provide a solid argument for Grunig & Grunig's two way symmetrical model.

Yet none of this, of course, suggests that research is merely catching up with what PR practitioners have known all along. For every vindication of existing practice, there's a suggestion of how we might improve.

The best practitioners and agencies know this.

I didn't, naturally, when I first read about those new scans in the science pages. I was too busy learning my art.





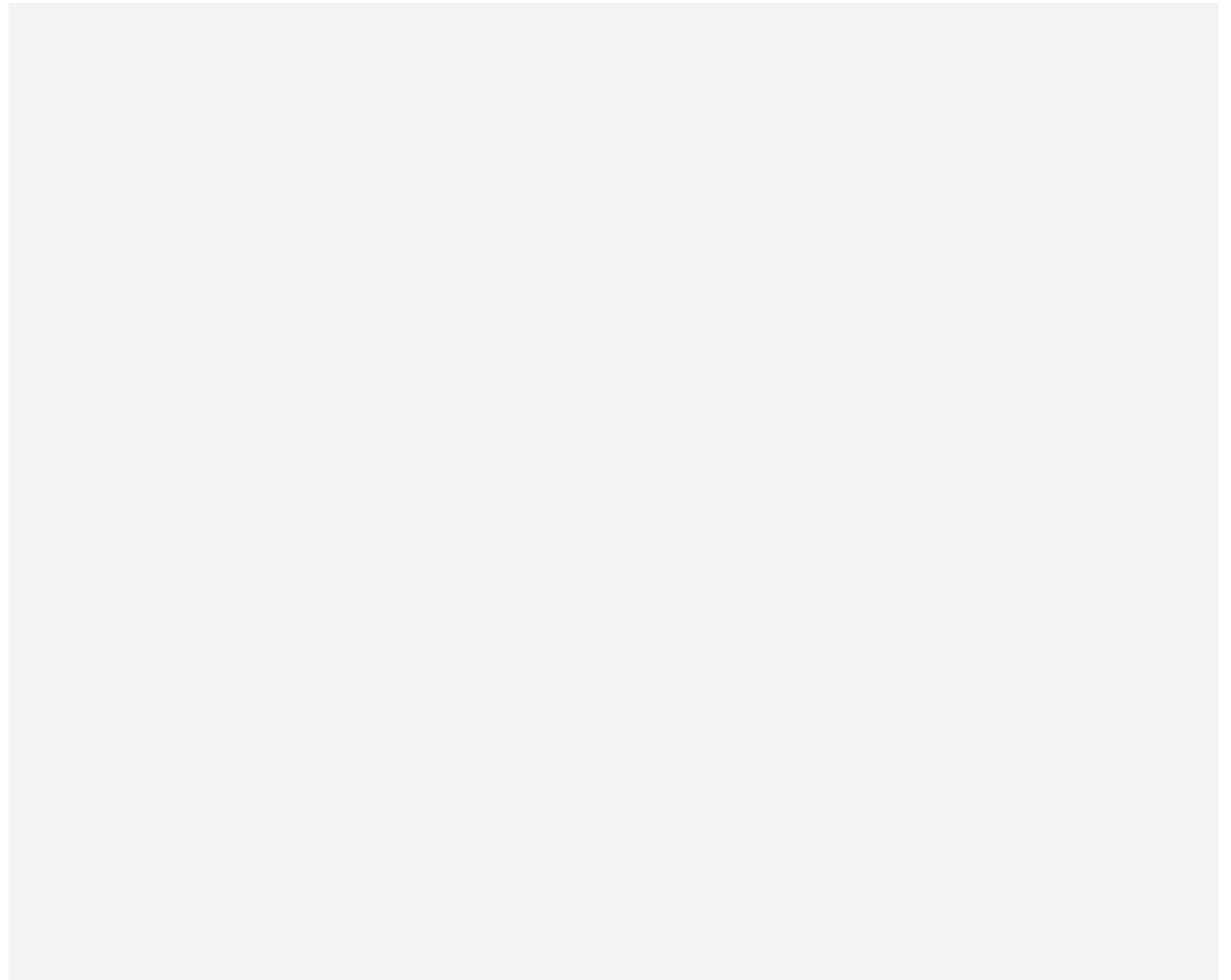
# Can PR encourage positive changes in ethical behaviour?

We tend to only ever hear the words ethical and PR in one sentence when an organisation has made an almighty blunder. Let's face it, PR gets a bad rap. But by asking fellow PRs how our industry can encourage positive changes in ethical behaviour at PRCA Travel & Tourism Group event, we learned some useful advice...

1. Do your research. As PRs we are expected to manage reputations. It is up to us to decipher whether a client is acting ethically and encourage change in those which are not - a successful PR has the ability to transform a client's behavioural outlook and should do so for the better.
2. Create partnerships which can help build a more positive internal attitude and ethical reputation for your client or organisation. Ethical organisations like ResponsibleTravel.com, IncredibleOceans.org and Responsible 100 are paving the way so far.
3. Stand up for what you believe in. If you don't believe in something, nobody else will either. Report what you don't feel is right and avoid flogging ethical messages you don't believe in - nobody will buy it and you risk undermining the message you are trying to sell.

4. Don't shy away from ethical campaigns. We frequently underestimate the power behind ethically charged campaigns. Whether submitting a proposal or pitching a campaign, consider the ethical changes you can encourage.
5. Make the most of social media. There has never been a better time to generate ethical coverage. Ethical behaviour is channelled more than ever on social media and this support is invaluable. Look for ways to encourage your followers to support your campaign through shareable content.

<http://www.amarr.associates/>





# Diversity in the PR workplace: A catalyst for change

Nearly a year has passed since the release of the 2017 McGregor-Smith Review, which examines diversity in the UK workplace. In light of the report, Caliber's PR team sat down for a chat with company CEO, Rav Singh, to shed some light on the topic of diversity in the PR and communications industries.

Rav comes from an ethnic minority background himself, and knows what it's like to experience a home culture totally different to that at school, college or university. Throughout his 30 years in business, promoting diversity in the workplace has always been an issue close to his heart.

We caught up with Rav to talk everything from the glass ceiling to Brexit, along with the overriding importance of a diverse workplace...

## **Why is it essential to have a diverse workforce?**

"I believe that that diversity opens people's minds and ways of thinking. Talents, especially in creative industries, should come from all walks of life. When you blend

together a range of backgrounds, you get a better result internally, as well as externally for clients.

### **How do you think Brexit will impact on diversity?**

“Brexit could have a huge impact. If the talent pool flows out of the UK, then this is a major concern for businesses nationwide. When Eastern European countries joined the EU, there was a massive exodus of people from Eastern into Western Europe. People came to the UK for the possibility of work here and to learn best practices in different organisations which they wouldn’t have had access to previously.

“This caused enormous challenges for business in that region. Western Europe was a beneficiary that time, so now it feels like a reverse of fortunes. Now, people can (and will) take their expertise back to their home countries, which gives EU member states a competitive advantage in a global context.”

### **What effect do you think diversity has had on the digital communications industry?**

“Digital communications as an industry has benefited from a diverse thinking approach, cultural differences and particular nuances of doing business. It should be

the overall catalyst for embracing diversity, allowing people to challenge ideas and bring new dimensions to the conversation.

“A company consisting of people from the same social background and who speak the same makes for a one-way demographic and one-dimensional thinking. This means companies miss out on bringing new angles to the conversation—something that diversity leads to.

When my previous bosses were thinking about promotions, I made sure I was always considered and because of that I’ve managed to break every glass ceiling I’ve encountered in my career.

“One of the things I love most about Caliber is the level of diversity throughout the company. When I first joined the business and went through the interview process, I was unaware of it, but it turned out to be well and truly ingrained in the company culture already.

“I was based in Eastern Europe for ten years, during which I worked with 18 different nationalities . We all mixed, sang our national songs and shared our cultures with one other. So, to have something similar here, with range of nationalities and backgrounds in the office, is a wonderful thing.”

### **What’s your advice to people from ethnic minorities who want to work in digital communications?**

“Make yourself the obvious choice. When my previous bosses were thinking about promotions, I made sure I was always considered and because of that I’ve managed to break every glass ceiling I’ve encountered in my career.

“I’m an ambassador for the Taylor Bennett Foundation, a mentoring and training program which I’m very passionate about. It gives a platform and opportunities to students in a space normally dominated by a particular demographic.

“I invited the students to the Caliber office, told them the story of my career and how the colour of my skin has never once got in the way. My advice to them was—don’t take anything for granted. Work twice as hard, prove yourself every day and you’re only going to be judged on what you did yesterday.”





# The Anthropology of PR

When you think anthropology, your first thought probably isn't about its role in public relations. But while associating anthropology only with digging fossils isn't wrong, it certainly falls short of the full picture. The purpose of anthropology is two-fold: To understand what it is to be human and to examine how different cultures shape human behaviour and communication.

At its core, cultural anthropology provides the fundamental tools for successful public relations – you need to understand your audience, what they do, why they do it and their behavioural motivations. While companies with an international brand should certainly take culture into consideration, it's even more important to focus first on the impact this has on a company's internal communications.

## **Understand what it is to be human**

In PR, the phrase “communication is key” is thrown around quite a bit. While this is true, how effective is it if we fail to understand the meaning behind what is actually being said? Communication is the means by which we express human behaviour. When you tune into the nuances of human behaviour and the motivators behind it, you begin to understand the purpose of that communication – both verbal or non-verbal.

In her book *The Culture Map*, Erin Meyer discusses the importance of both verbal and non-verbal communication: “Being a good listener is just as important for effective communication as being a good speaker. And both of these essential skills are equally

variable from one culture to another.”

The culture you're raised in will ultimately shape your human behaviour and it will have an impact on your communication style.

### **Examine how different cultures shape human behaviour and communication**

Communication isn't one-size-fits-all. Your way of communicating should be shaped by your culture. If it's not your native culture, you need to learn and adapt to communicate effectively.

You must take a look at the different cultures and note their tendencies. For example, as Erin Meyer lays out in her culture mapping tool, the cultural communication traits of the U.S., U.K. and other Anglo-Saxon areas tend to be more direct and to the point. The less embellishment the better. However, as you move farther east into Asia to places such as India and China, you tend to find a more expressive lifestyle. Therefore, their communication styles have more subtext and narrative. When you look at European cultures such as France and Spain, you'll find more of a middle ground.

I have experienced this first-hand. My native culture

is in the U.S.; however, I have noticed differences in communication styles between home and in the U.K. One example is the amount of context provided when communicating. Though conversation is more direct and to the point in both the U.S. and U.K., when you look more closely, the “typical” U.S. style is sometimes seen as too embellished to native U.K. cultures.

A few months back, I was in a meeting in the U.K. where an American presented content he had delivered numerous times in the past – he explained and communicated why it was important to the U.K. audience. The only difference being he was used to explaining this to a U.S. audience, who preferred and expected the additional context. While this worked well back home, it had the opposite effect on the U.K. audience. Instead of appreciating the elaboration, the British found it unnecessary and felt like they were being talked at. Though it may seem like an insignificant variance, these minor nuances make a difference in how a message is interpreted and received when dealing with cross-border colleagues, clients and acquaintances in business.

The key takeaway is to understand who you are communicating with and what the cultural implications of their communication style are. Just because someone is silent in a meeting doesn't mean they have nothing to contribute. Conversely, if someone

is talking over you, it doesn't necessarily mean they are being rude. When companies take the time to ensure their employees across borders understand each other's cultures, they will ultimately have a more productive and open line of communication, leading to better overall success.





# How to stop writing bland quotes in press releases and start writing something useful

If you find yourself writing the words “We’re delighted/proud/passionate” in quotes, delete them. Journalists don’t give two hoots about how pleased you or your clients are. All they want to know is what you’re doing to please or support their readers.

## **We are not delighted**

“We’re delighted...” is the most commonly used quote in press releases and it is a total waste of space.

You might just about get away with it in a live interview where someone has achieved a remarkable feat and is clearly very delighted.

Putting it in a press release says to the journalist: “We need to get the name of our MD/CEO/Big Important Client in somewhere, but they weren’t available to talk to – and

they're a bit sceptical about the media anyway – so we've used the old, safe cliché, which is actually true because this contract is worth a fortune to us/which is actually a lie because we're being ripped off but don't want to admit it."

### **Can't touch it**

Far from being 'fillers', quotes are arguably the third most important parts of press releases. They're the only parts of a release the media cannot change. So, don't waste them with bland niceties.

Use quotes to express valuable opinions, explain the benefits to users, add credibility to claims or add a human element.

### **In my opinion**

Quotes are also the only parts of press releases where you/your clients can express opinions. The rest of the release must be factual and impartial. The quote gives you the opportunity to be a bit 'edgy' or controversial. And there's nothing the media likes more than controversy.

### **Forget missions, visions and values**

Quotes are not the place for extolling the virtues of an organisation. Keep visions, values and mission statements for internal comms. Tell the media something useful. What are you doing? Why are you doing it? How will it benefit customers/users?

### **Don't ask for quotes**

If there's one way to get a really dull quote, it's to ask for one.

As soon as you ask someone for a quote, they give you words they think they should say. You end up with well-rehearsed, meaningless, safe garbage.

Don't ask for quotes – ask for answers. Go back to the six W questions and ask things like 'what impact will this have on our customers', 'what challenges did we face and how did we overcome them' and 'why are we doing this – how will it benefit people'.

### **Quotes are spoken words**

No journalist will believe that somebody actually said: "It is envisaged that the upwardly trend will continue

beyond this current period." Even if it is true. Far better to write: "We expect things to keep getting better." While you don't want to make your man/woman sound thick, you do want to make them sound real. So, read quotes aloud and if they sound too good, too well written, they probably are.

Ideally, talk to the person you're quoting, listen to how they speak, what words they use, and try to copy their speech patterns and vocabulary.

### **Give me more**

Above all, quotes need to add something to a press release.

Don't use a quote to repeat what you've said earlier. Add to what you've said. Explain it in more detail. Say why it's a good thing. If you're opening paragraph announces a new product, service or event, use quotes to explain why you've launched it and how it will help someone.

Use quotes to give a different view – better still, a different person's view. Quotes give your stories a human element. But be wary of 'satisfied customers' and 'positive testimonials'. Journalists will just think: "Well you would say that, wouldn't you?"

Customer quotes need to talk about experiences and need to be as real and as detailed as other quotes.

### **Answer the question**

If you're in doubt on the usefulness of a quote, make sure it answers a question. If you can't say what question the quote answers, it's probably not a good quote.

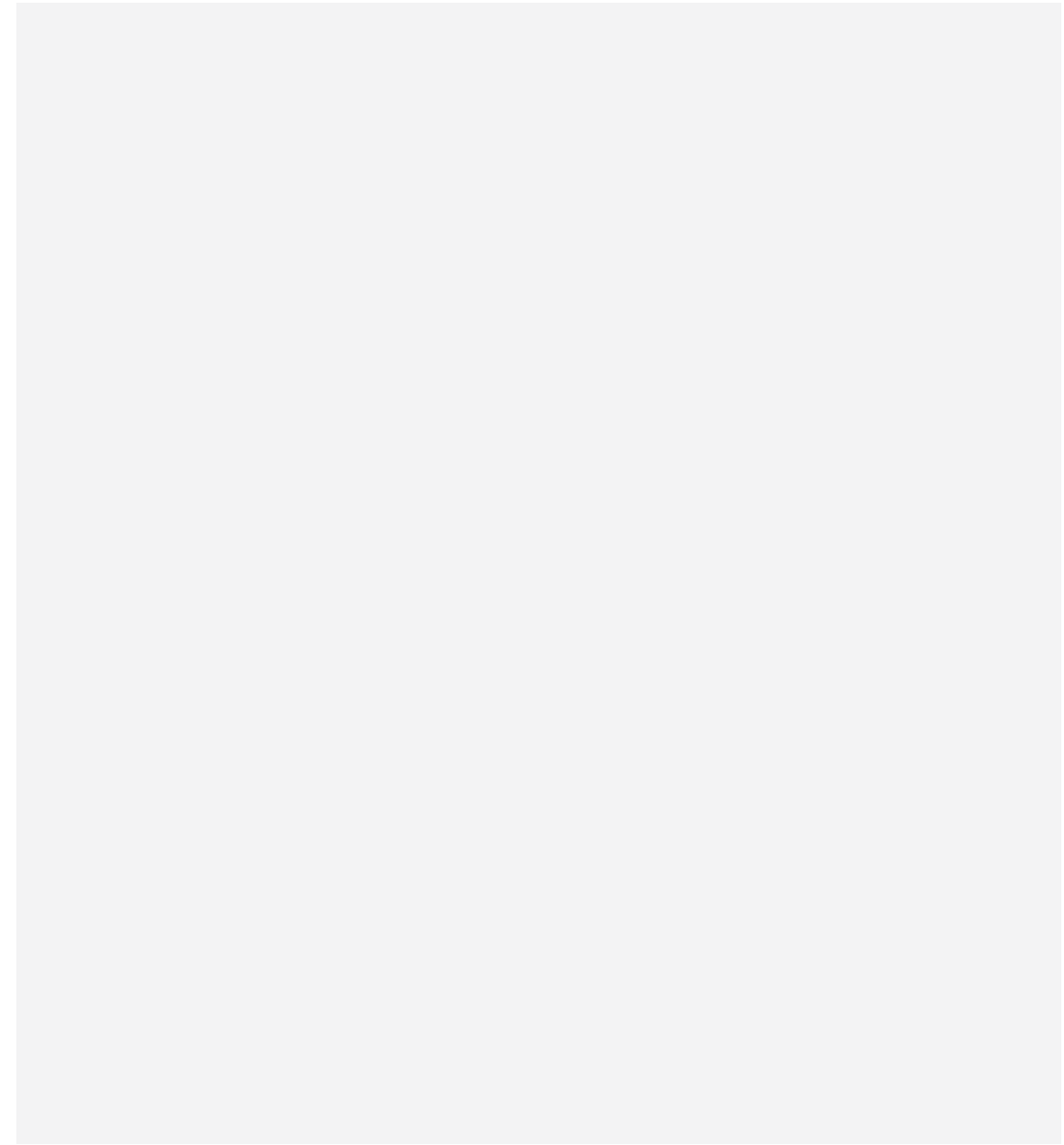
### **And finally...**

Don't leave quotes to the end of the release. This might be where you were told to put them but if something is important in a press release, it should come near the beginning. Leave them until the penultimate paragraph and you give the impression that they can't be terribly important.

Generally, the first paragraph sums up what the story is about, the second paragraph gives important background detail that puts the story in context and the third explains why the story is important. This third paragraph works well in the form of a well-written, detailed quote from someone important and relevant.

### **Ticks all the boxes**

And there you have it. Don't waste quotes. Ask questions. Write the answers. And make them sound like a real person said them. Done.





## Top ten tips for successful pitching

It's exciting for us, but less so for our clients. It can be boring, it's usually tricky and risky. Try to put yourself in the client's shoes. We don't matter. Her boss and her internal clients matter a lot.

'Track record' only means what we can tell our prospective client about competitors and issues – anything that she or he doesn't know. If we do enough research our lack of a 'track record' is no impediment.

Experienced clients discount the senior people in the room and focus on the account managers and account executives. They are looking for people who will eat, breathe and dream their brand. It makes sense to give 'juniors' the lion's share of the presentation.

Decisions are normally dressed up as rational choices, but it's really chemistry that sorts out the winner from the rest. 'I hired them because I liked them.' 'We just clicked.' You don't often hear clients say this, but it's usually what happens.

'We may think we're fabulous, but to clients we all look the same' says Helen Calcraft of Lucky Generals. How are we going to stand out? It makes sense to decide in advance, then design our presentation around the one thing they must remember about us.

Don't waste time talking about the agency and its experience. You've passed that test already. Use the time you've got (which isn't much) to give the client panel a sense of what it might be like to work with you. They've got to like the idea of seeing you every other day for a year.

The leave-behind is traditionally a copy of the presentation. They won't read it. It will stay in a pile on the radiator, curling in the heat. Instead, leave something they will read – a White Paper about their industry, perhaps, or a long-form version of your media perceptions audit.

Keep visual aids very simple. Clients can't look at slides and you at the same time. Slides should just be cues for what you are going to say next. Keep their focus on you and your team-members. 'I don't hire an agency: I hire a small team from a department within a firm – the agency is just a portal.'

Don't waste time presenting a detailed budget. Clients know that everything is negotiable once they've decided who they want to hire. Instead, talk about your quality control system, how you source and manage third-party suppliers, how you will look after the client's money more carefully than they do.

Rehearsals! Most agencies skimp on rehearsals and it shows. 'A well-rehearsed team makes a very strong impression – probably because it's so rare.'





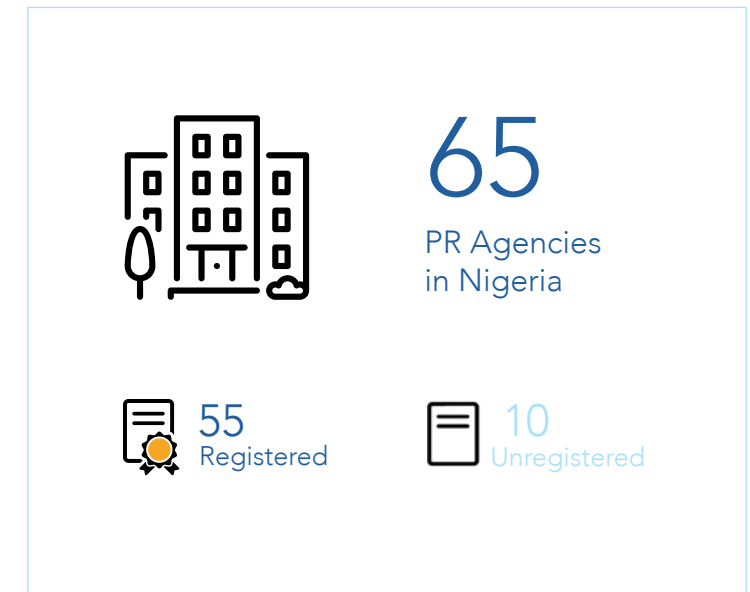
# **PUBLIC RELATIONS AGENCIES IN NIGERIA**



## PUBLIC RELATIONS AGENCIES IN NIGERIA

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Agencies without the PRCAN superscript are either not yet registered members or are still in the process of finalizing membership.



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## ABOUT BHM RESEARCH AND INTELLIGENCE

BRI is an independent intelligence team working from Nigeria, Germany and England, to gather and analyse data for brands and organizations in public relations, advertising, ICT and Media.



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