

# GLOBAL ALLIANCE FOR PUBLIC RELATIONS AND COMMUNICATION MANAGEMENT

Report on Consultations on a new Strategic Plan

Global Alliance Strategic Planning Committee

Daniel Tisch APR (Chair), Colin Farrington, John Paluszek,  
Jean Valin APR, Nina Volles, Jennifer Hayes

June 2009

# History

- November 2008: Strategic planning committee formed
- January 2009: Consultative process developed
- March 2009: Survey link distributed to all GA member associations, plus known representatives from non-member associations
- April 2009: Reminder notices sent
- May 2009: Survey closed
- June 2009: Report to Council & AGM

# Respondent profile

*16 countries represented, plus international associations*

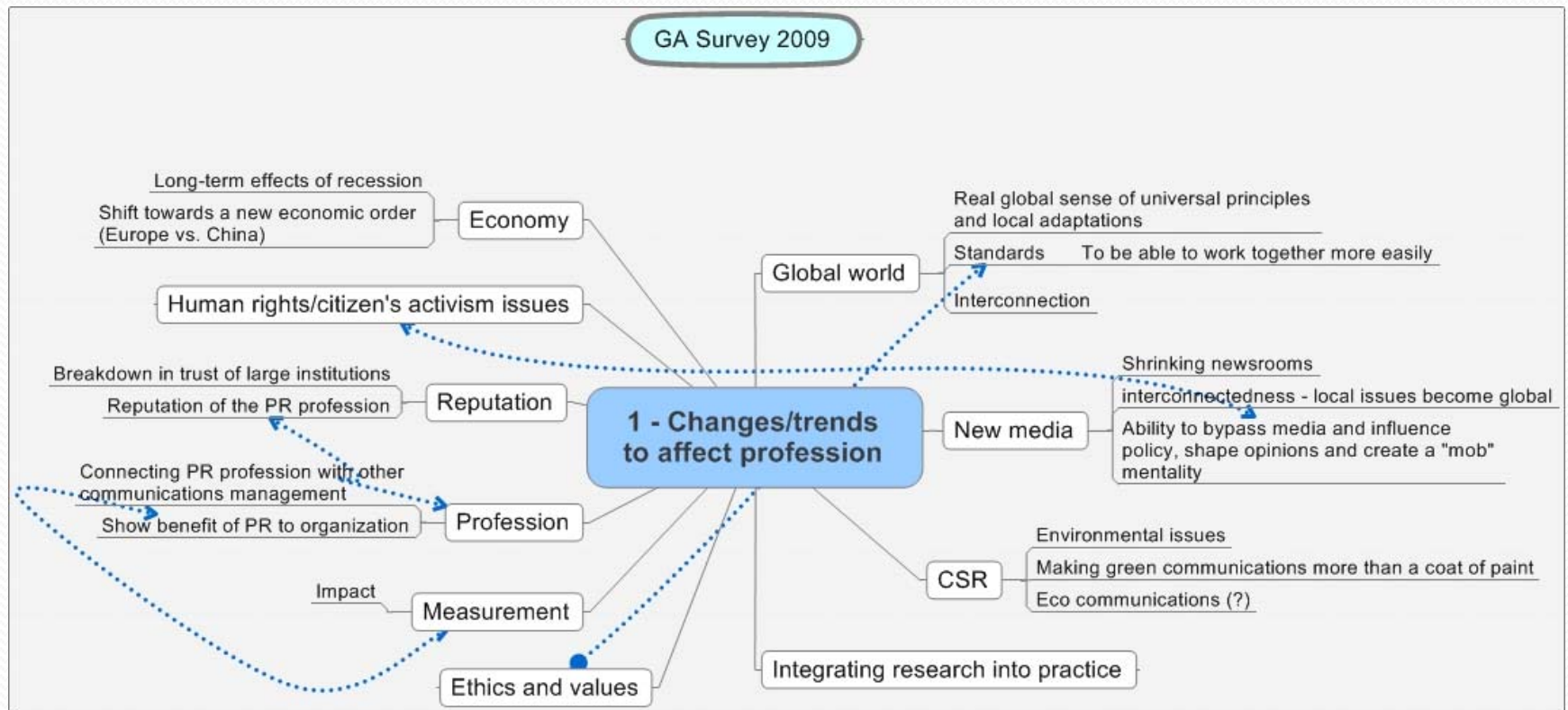
- Argentina
- Australia
- Bulgaria
- Canada
- Denmark
- Finland
- Germany
- Italy
- Kuwait
- New Zealand
- Nigeria
- Norway
- Slovenia
- Turkey
- UK
- USA

# The PR profession today

# Questions on the profession

- What are the greatest changes or trends that will affect the public relations profession in the next five years? In your country? Around the world?
- What are the greatest opportunities & threats facing associations of practitioners in next 5 years?
- What are the greatest opportunities & threats facing individual PR practitioners in next 5 years?

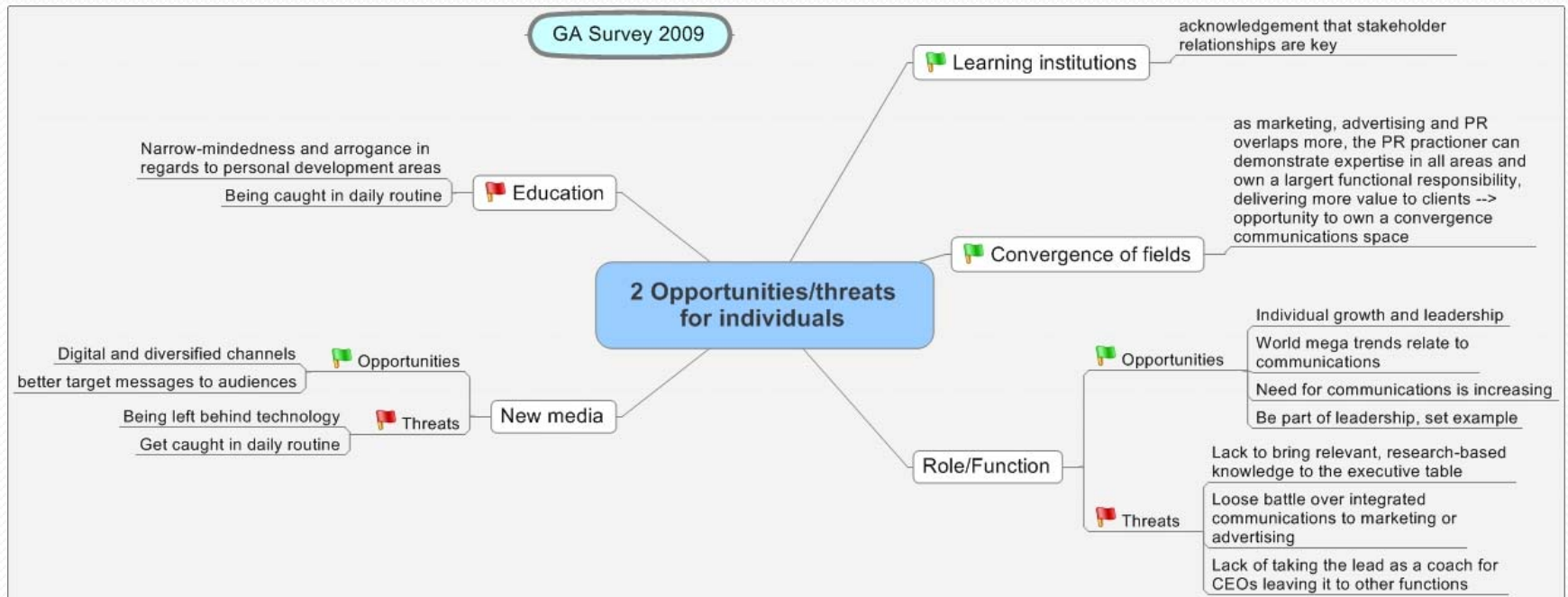
# The profession today: Key trends



# The profession today: Key trends

- **New media landscape**
  - Social media & participatory journalism
  - Shrinking newsrooms, threats to traditional media
  - Interconnectedness of global communications
- **Macroeconomic environment**
  - Unknown long-term effects of current recession
  - Shift in global economic power
- **Reputation of profession**
  - Erosion of trust in authority, institutions
  - Competition for management time/attention
  - Pressure to demonstrate ROI

# Practitioners: Opportunities & threats



# Practitioners: Opportunities & threats

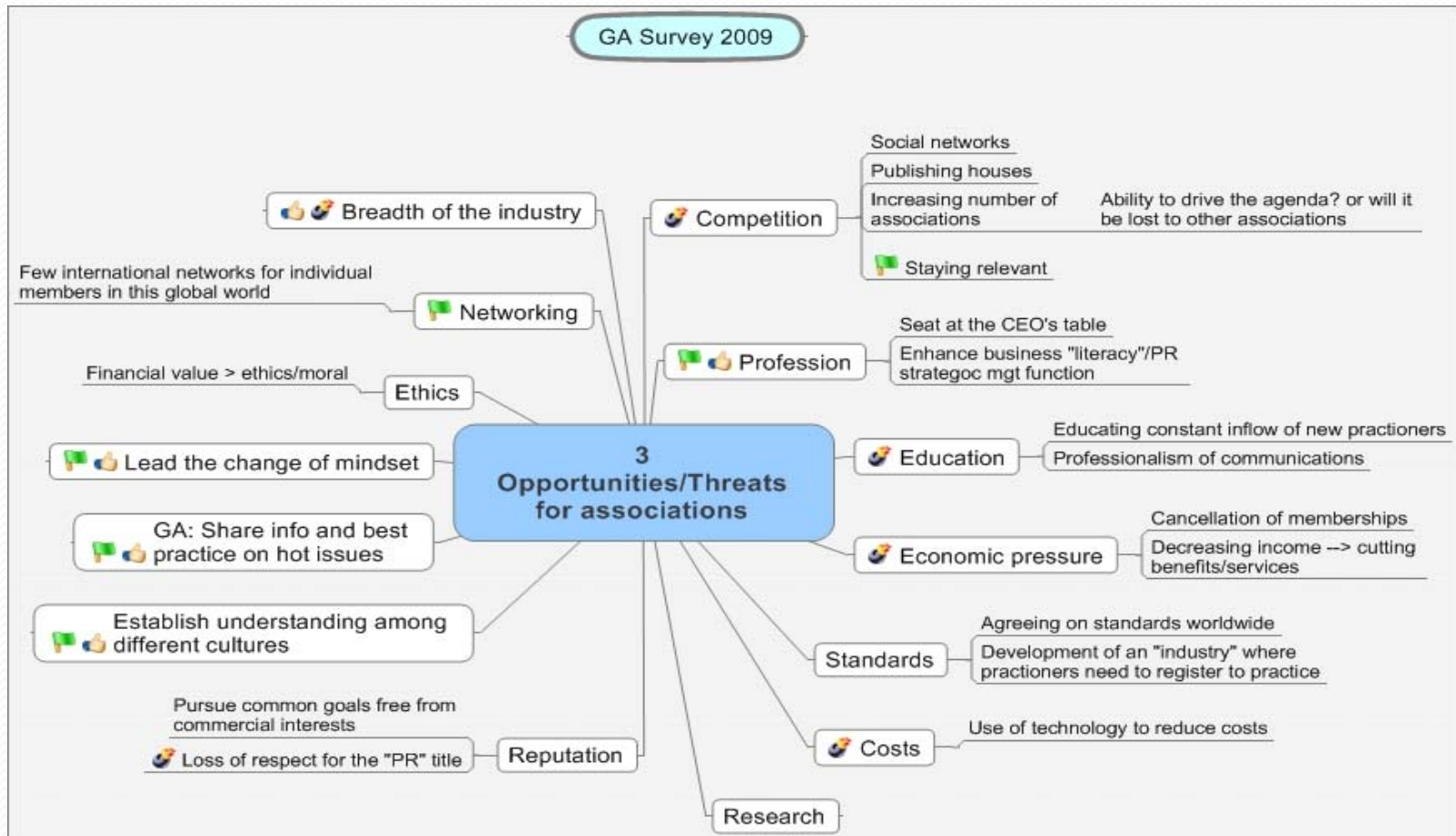
## Opportunities

- Converging communications
  - “own” social media
  - “own” a larger functional responsibility, as a more nimble, flexible profession
- Use of technology
  - New channels to reach audiences, inform/educate ourselves
- Need for PR is greater than ever

## Threats

- Failure to stay current
  - Lack of time for training
- Lack of standards
  - Training, credentials, practice
- Lack of access to training & tools
- Loss of relevance to CEOs

# Associations: Opportunities & threats



# Associations: Opportunities & threats

## Opportunities

- Facilitate greater networking
  - across borders
- Use technology to deliver more
  - Use new media to increase access, lower cost of education & other member programs
- Raise standards
  - Share best practices
  - Improve PR curricula
  - Enhance credentialling

## Threats

- Economic pressures
  - Loss of members, or reduced member participation
- Competition
  - from international or specialty associations, or other service providers
- Reputation & relevance
  - Loss of perceived value
  - Failure to stay relevant to member needs

# Global Alliance: Goals & priorities

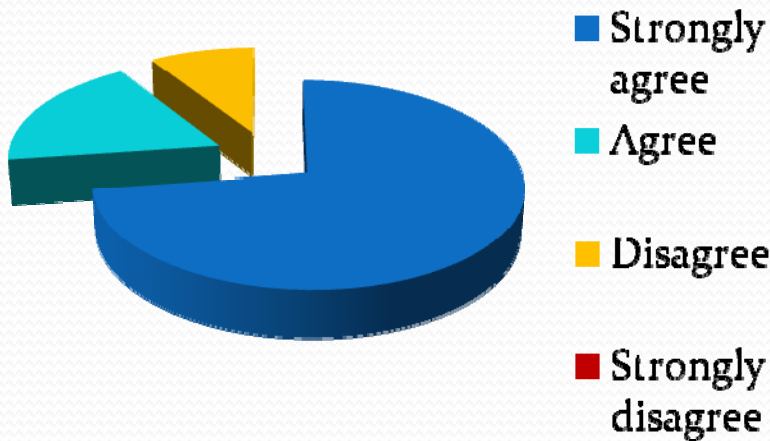
# Questions on goals

- **The GA's primary goals are to strengthen national associations by:**
  - **sharing best practices**
  - **seeking common interests and standards**
  - **building understanding of different cultures**
  - **giving the profession a united voice**
- **To what extent do you agree these goals are still valid? (1-4 scale)**

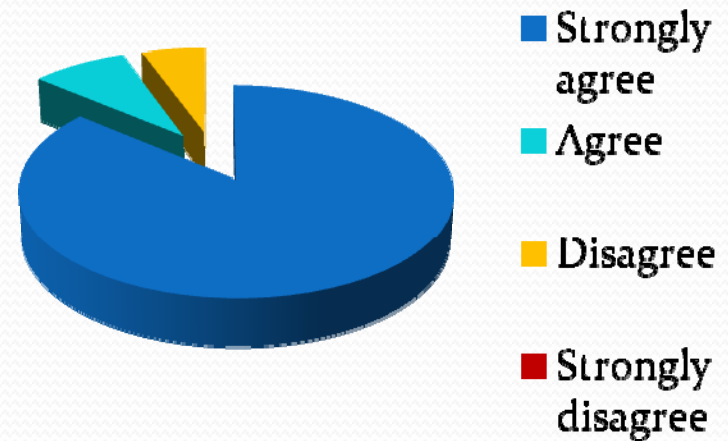
# GA: Goals still valid?

“Sharing best practices”

Official responses



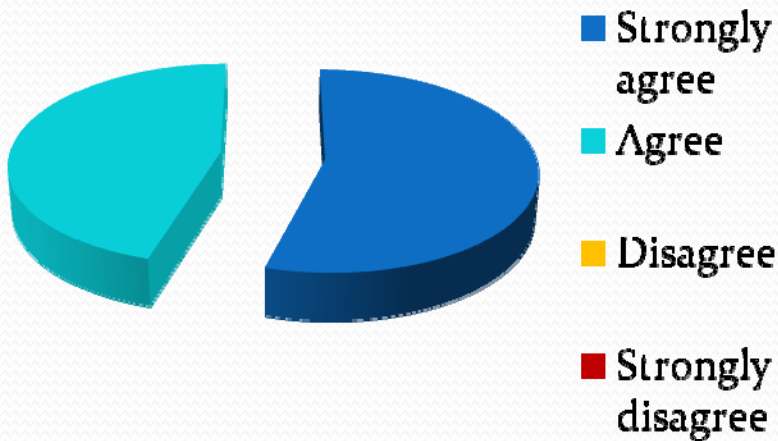
Other responses



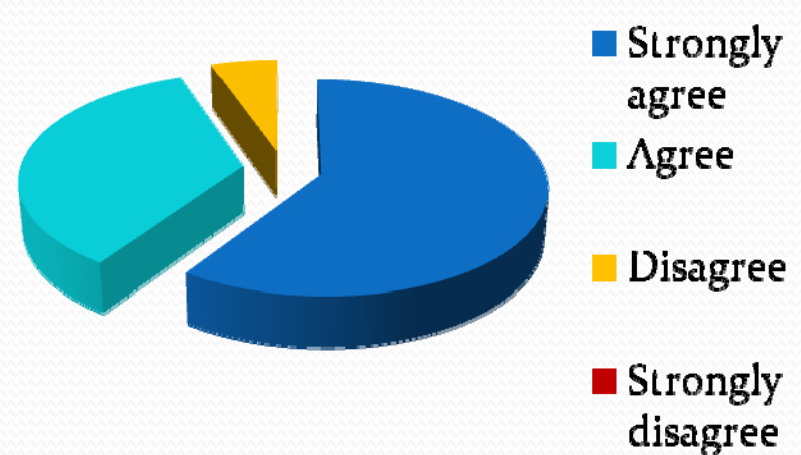
# GA: Goals still valid?

“Seeking common interests & standards”

## Official responses



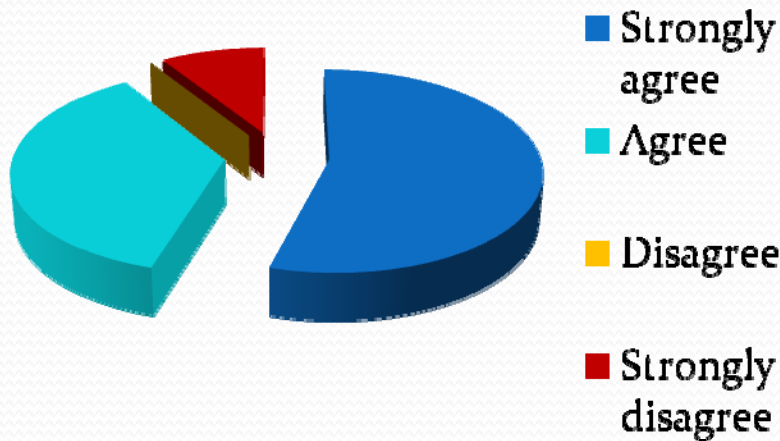
## Other responses



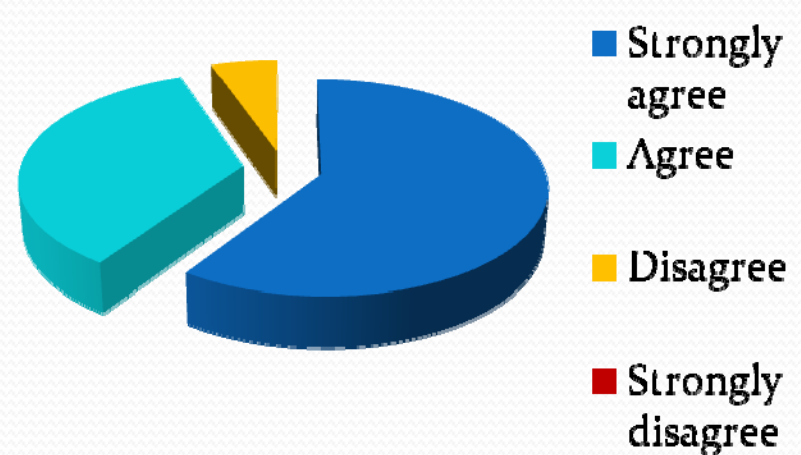
# GA: Goals still valid?

“Building understanding of different cultures”

Official responses



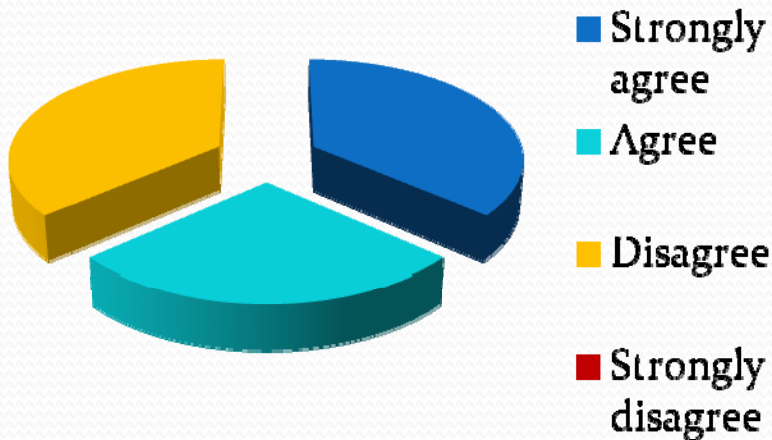
Other responses



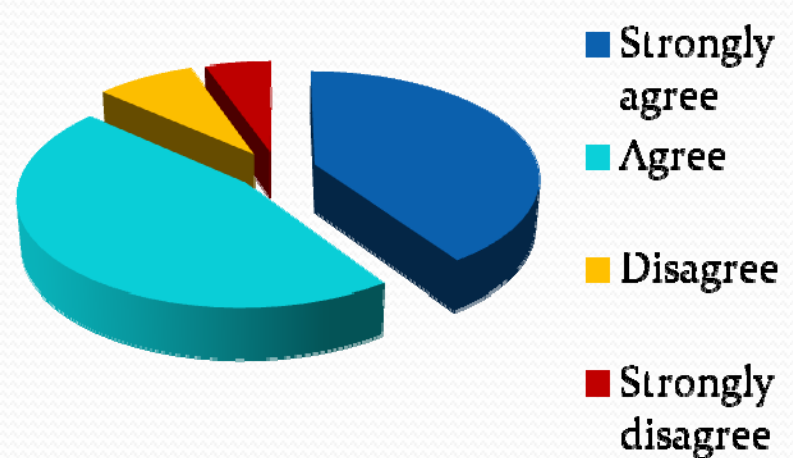
# GA: Goals still valid?

“Giving the profession one voice”

**Official responses**



**Other responses**



# Questions on “lines of business”

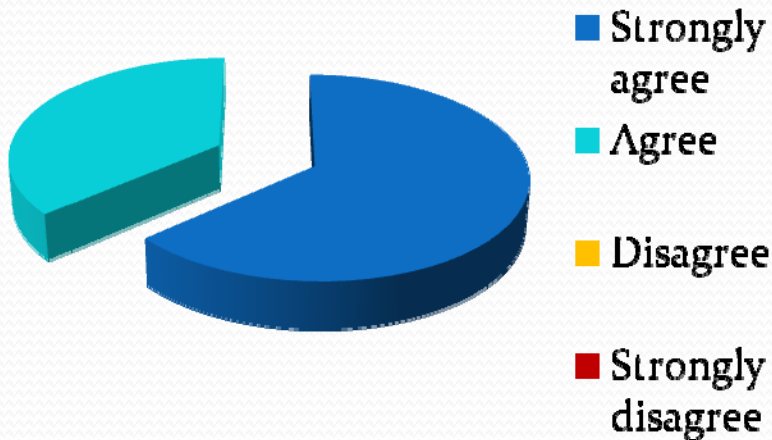
- **Five years ago, the GA identified various priorities that have guided its activities.**

**To what extent do you agree that these priorities remain necessary and valid? (1-4 scale)**

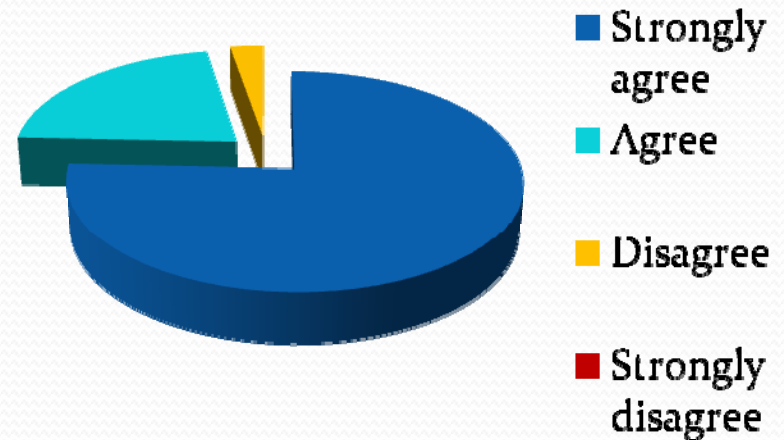
# “Lines of business” still valid?

*“Setting standards in ethics, credentials, curriculum standards and industry tools.”*

## Official responses



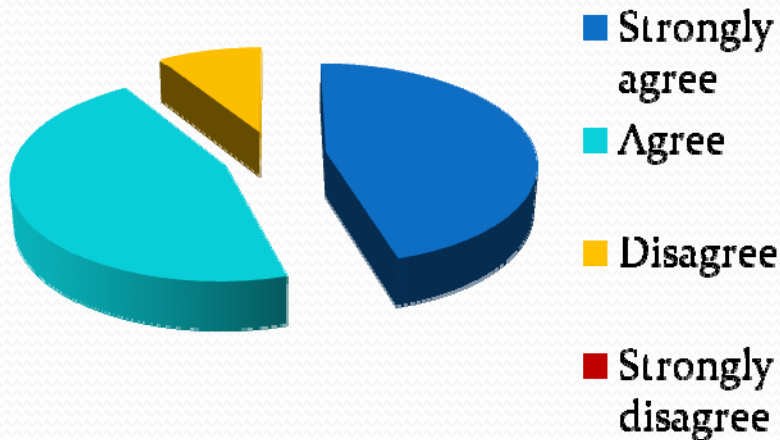
## Other responses



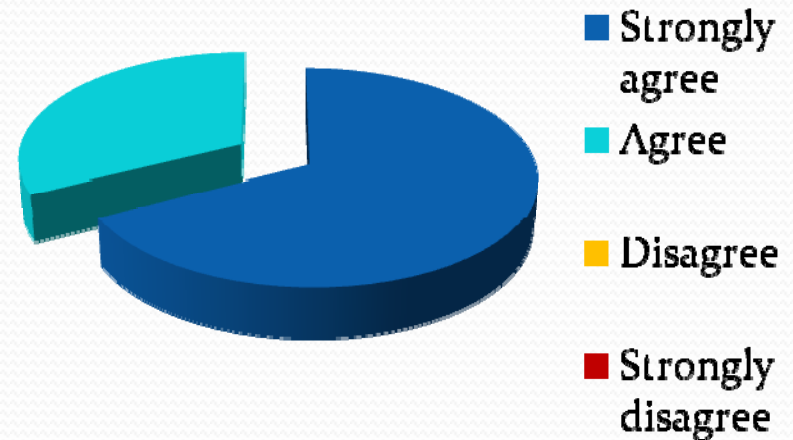
# “Lines of business” still valid?

*“Sharing information & resources through central web portal, building bridges between practice and academia.”*

## Official responses



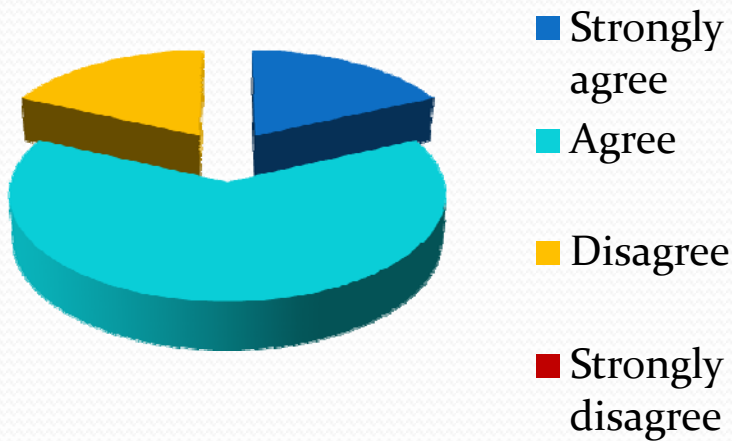
## Other responses



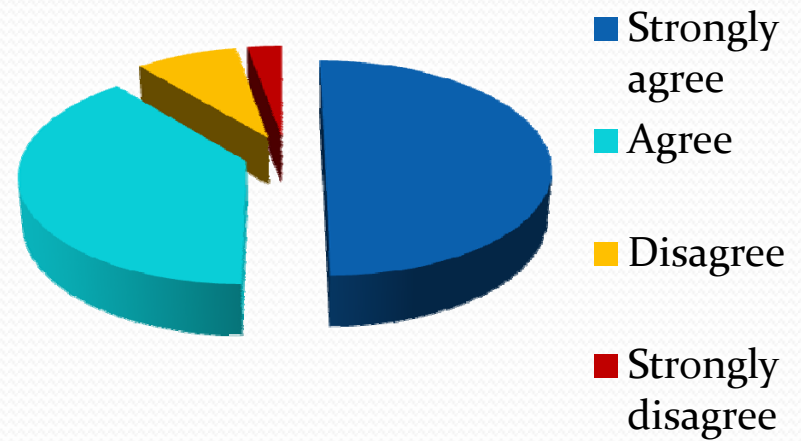
# “Lines of business” still valid?

*“Advocacy for the profession at international forums such as the United Nations.”*

## Official responses



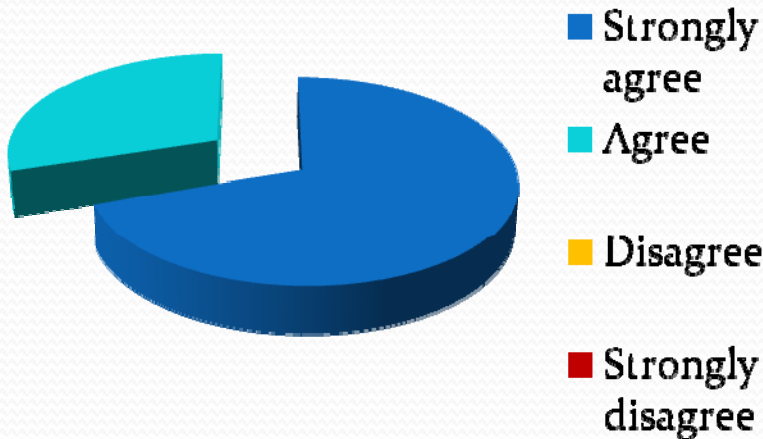
## Other responses



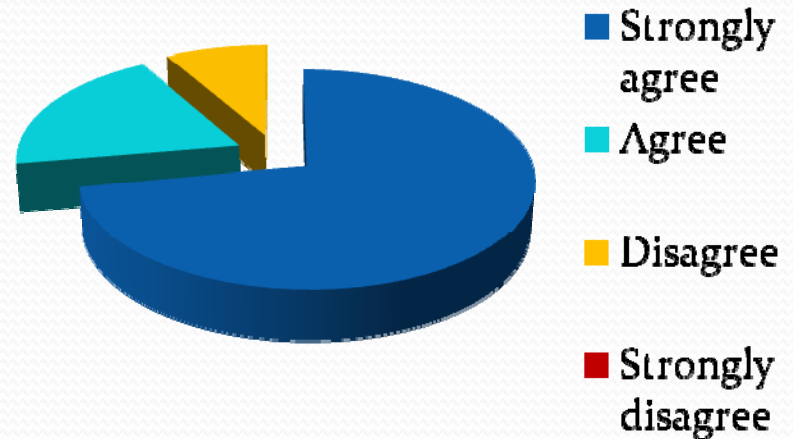
# “Lines of business” still valid?

*“Outreach to share knowledge between national associations, and to assist smaller/developing associations and institutes.”*

## Official responses



## Other responses



# Questions on future priorities

- **What, in your view, should be the three highest priorities for the Global Alliance in the next five years?**
- **How can member associations best contribute to the achievement of these priorities?**

# Highest GA priorities, 2009-13

- **Building community**
  - Become a true portal for the PR profession
  - Enable enhanced cross-border networking with relevant parties, institutions & associations
- **Raising standards**
  - Ethics, curricula, training, credentialing
- **Sharing best practices, knowledge & research**
  - in PR practice *and* PR association management
- **Advocacy for the profession**
  - Enhanced profile & influence, particularly with media and global business community
  - Strengthen brands of GA and WPRF

# How members can help

- Participate in research
- Contribute resources, knowledge & tools
- Connect GA to local influencers, for networking and advancement of the profession
- Offer reciprocal benefits to other GA members

# Analysis

- A strong endorsement of original goals, lines of business
- Members' priorities today are less about giving the profession "one voice" than in the past, perhaps because there is a sense this has been done successfully and there are new priorities today
- Members more focused on things that will drive value for their own members: e.g., raising standards, sharing knowledge/resources and helping them make the case for profession in a complex world
- This may point to the desirability of a new positioning around leading the profession, and a strategic goal of increasing the value of the GA to member societies

# Global Alliance: Membership structure

# GA membership/governance

**Which statement comes closest to your point of view?**

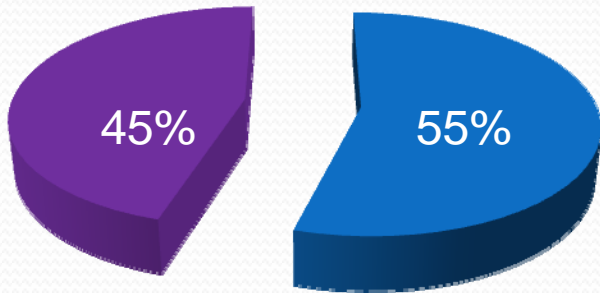
*“GA should remain primarily an alliance of national associations, while continuing to collaborate with international associations...”*

OR

*“GA should become more of a forum for regional, international or special area collaboration, with one class of membership...”*

# GA membership/governance

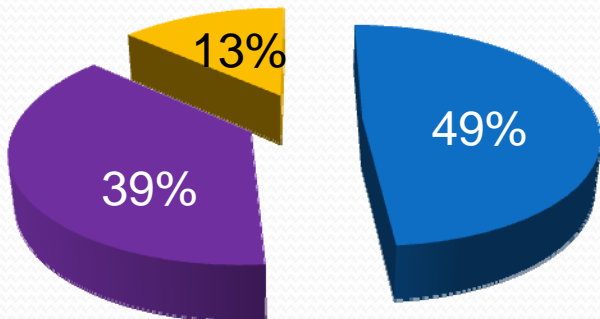
## Official responses



- Alliance of national assns
- Forum for int'l collaboration

■ Undecided

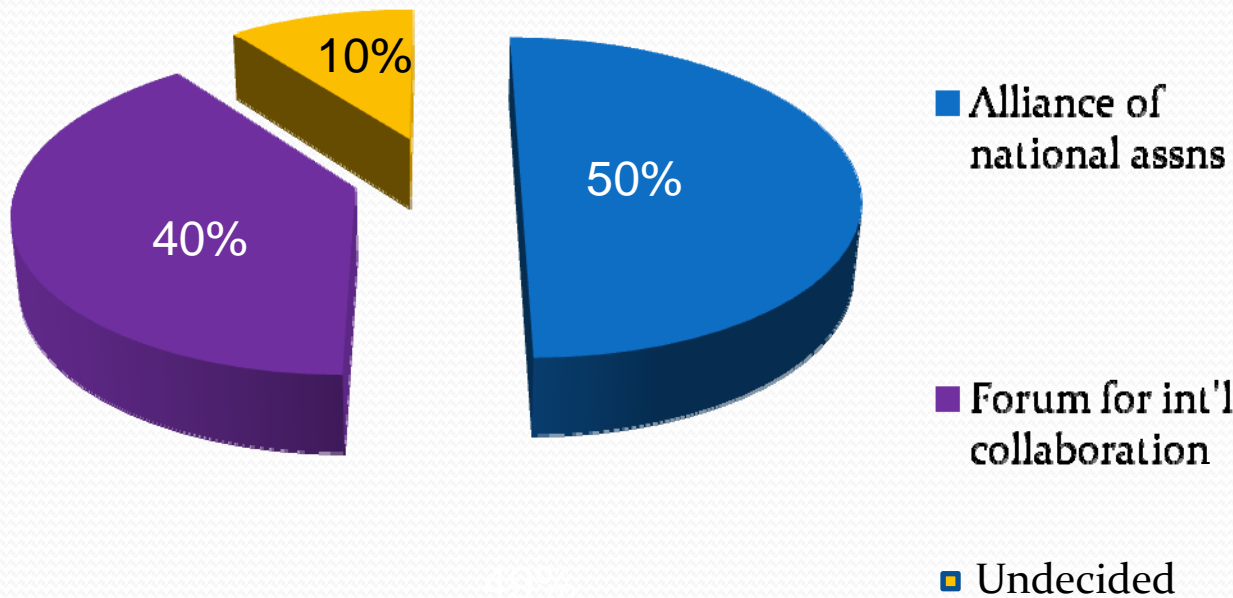
## Other responses



- Alliance of national assns
- Forum for int'l collaboration

# GA membership/governance

## Combined responses



# Analysis

## *“Option A” proponents believe...*

- National-association focus is core to GA’s distinctiveness from IPRA, IABC, etc.
- Most of practice still happens @ national level
- Advocacy is more effective if primary unit of organization is countries (as in United Nations)
- National association focus enables decisions in multiple countries, which can lead to better outcomes
- There are unresolved “practical” issues with option B:
  - potential conflicts in geographic representation
  - mutual recognition of professional designations
  - reciprocity of privileges
  - competitive considerations

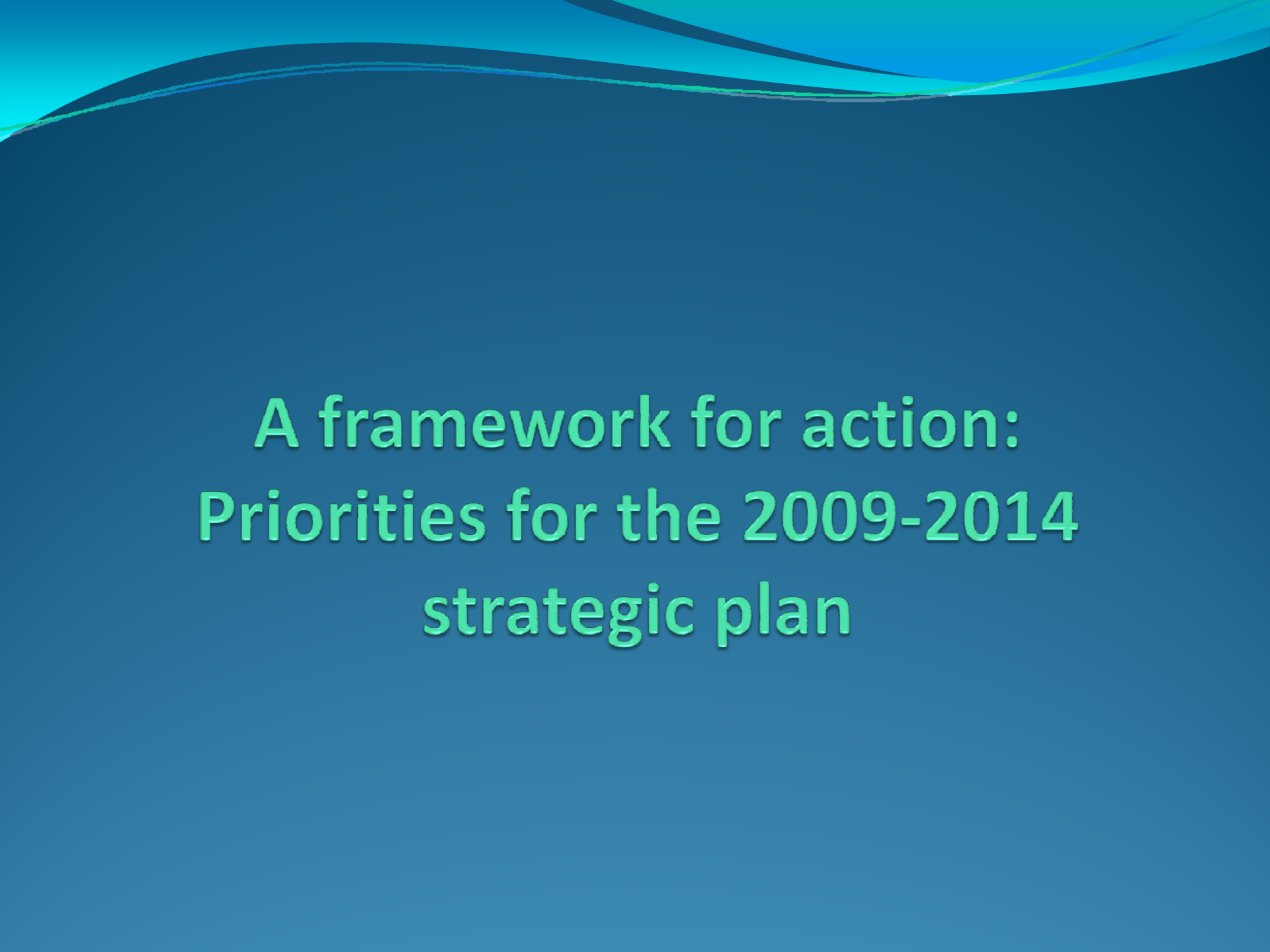
# Analysis

## *“Option B” proponents believe...*

- Many practitioners not connected to their national associations
- “International forum” better suited to goal of unifying profession, sharing knowledge
- The GA would be able to speak more authentically as the voice of the profession
- There are concerns about exclusionary tone of “full” versus “associate” member status and privileges

# Analysis

- In an organization that strives to operate by consensus, there is no consensus that would dictate a removal of the distinctions between national and non-national association members – or a major change to the membership structure at this time.
- At the same time there is a desire to be inclusive and collaborative with all who want to contribute to the GA's goals.
- Options are to revisit this issue in the next strategic plan review, or seek consensus around a way to address concerns within current membership structure.



**A framework for action:  
Priorities for the 2009-2014  
strategic plan**

# SWOT analysis

## **Greatest Strengths**

Uniqueness of vision, structure

Achievements (standards, collaboration, communication)

Member reciprocity

## **Greatest Weaknesses**

Uncertain financial position

Lack of member engagement

Lack of profile / appreciation of GA @ highest levels of PR profession

## **Greatest Opportunities**

Strengthen World PR Festival

Create powerful places/spaces for communication & collaboration

Thought leadership

## **Greatest Threats**

Loss of relevance

Short-term financial crunch impedes ability to achieve mission

Competition

# Strategic issues, 2009-2014

**Creating value for member associations & practitioners**

**Enhancing member engagement & participation**

**Growing visibility & influence**

**Securing the financial model**

# Member priorities

- **Building community**
  - Become a true portal for the PR profession
  - Enable enhanced cross-border networking with relevant parties, institutions & associations
- **Raising standards**
  - Ethics, curricula, training, credentialing
- **Sharing best practices, knowledge & research**
  - in PR practice *and* PR association management
- **Advocacy for the profession**
  - Enhanced profile & influence, particularly with media and global business community
  - Strengthen brands of GA and WPRF

# A focused vision & mission

## **Our Vision**

- 'Leading the PR profession globally'

## **Our Mission**

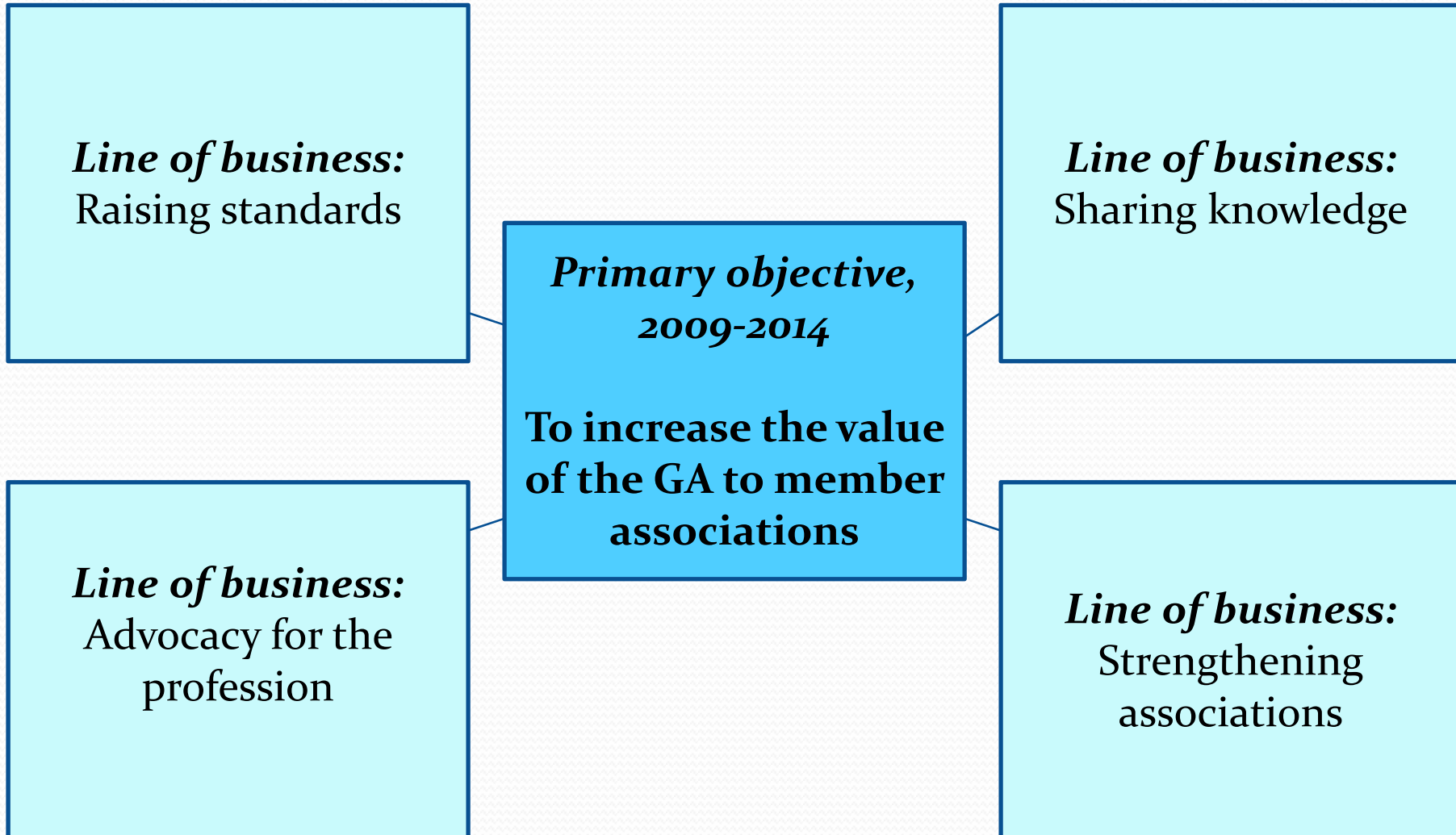
- To unify the public relations profession
- To raise professional standards all over the world
- To share knowledge for the benefit of our members
- To be the global voice for public relations in the public interest

## **Our Operating Principles**

- Consensus-based collaboration
- Common principles, country-specific applications
- Seamless membership approach, global community



# Primary objective & business lines



# How members can help

*You told us...*

- Participate in research
- Contribute resources, knowledge & tools
- Connect GA to local influencers, for networking and advancement of the profession
- Offer reciprocal benefits to other GA members

**See you in Vancouver!**