

Memorandum

To: Professor Shelton

CC:

From: Christina Adamczyk

Date: 3/1/2010

Re: Sno-Jet Case Study

Here is my case study for Sno-Jet Industries.

This is a community relations case study for Sno-Jet Industries. This is a short-term program with long-term benefits for both Sno-Jet and the Ely community.

Research In order to conduct an effective campaign, we need to research the client, opportunity and audience.

Client Research

Because this is a community relations campaign, we need to research Sno-Jet's reputation in the community. We will run a communications audit to see how Sno-Jet communicated with the Ely community in the 1980's, when it was still in business in Ely, Minnesota. We will also examine what the local media has said about Sno-Jet industries in the past and present to gauge the level of credibility Sno-Jet holds in the community.

Opportunity

We are approaching this situation as an opportunity to improve the reputation of Sno-Jet in the eyes of Ely residents. We are doing this so the state and town government will be willing to grant us tax breaks to repurchase the plant.

Publics

Our publics will be the Ely community media, Ely community leaders, and Ely community organizations. The Ely media is the most important public in our campaign. The Ely community media will be broken down into two groups: specialized media and mass media. We will develop contact lists of the Ely community media. These media lists will include who their respective audience is, what type of medium it is, the names of editors and when their deadlines are. The list of Ely community leaders will include their name, contact information, title and organization they represent. Our community organizations list will include updated names of officers and their contact information.

Objectives

Informational

- To inform 100% of the targeted Ely community media of Sno-Jet's intention to repurchase the plant by June 2010.
- To inform 100% of the targeted Ely community leaders of Sno-Jet's intention to repurchase the plant by June 2010.
- To inform 100% of the targeted Ely community organizations of Sno-Jet's intention to repurchase the plant by June 2010.

Attitudinal

- To increase positive opinions in 60% of the Ely community media about Sno-Jet's intention to repurchase the plant by June 2010.
- To increase positive opinions in 60% of the Ely community leaders about Sno-Jet's intention to repurchase the plant by June 2010.
- To increase positive opinions in 60% of the Ely community organizations about Sno-Jet's intention to repurchase the plant by June 2010.

Behavioral

- To have 45% of the Ely community media run positive pieces about Sno-Jet repurchasing the plant by June 2010.

- To have 45% of the Ely community leaders actively welcome Sno-Jet repurchasing the plant by June 2010.
- To have 45% of the Ely community organizations actively welcome Sno-Jet repurchasing the plant by June 2010.

Programming

Theme

The central theme of our campaign will be 'Sno-Jet for Ely'. This slogan will be conveyed in all our actions and special events directed at the Ely media, community leaders and community organizations. The theme is short and memorable and enforces the idea that Sno-Jet repurchasing the plant will be positive for the community. It also conveys the idea that Sno-Jet cares about the Ely community. The messages conveyed in our campaign are as follows:

- Sno-Jet cares about the Ely community
- Sno-Jet repurchasing the plant will be beneficial for the Ely community
- The economic trouble that forced Sno-Jet to close the Ely plant in the '80s no longer exists, so the Ely community has no reason to fear the plant closing again

Actions and Special Events

- We will hold a press conference to announce the return of Sno-Jet to Ely. We will inform all the Ely media as well as Ely community leaders about the press conference. We will have a spokesperson talk about why Sno-Jet is returning, how the return will benefit the community, and explain how the economy is more stable, ensuring the plant's stability. A question and answer session will be held after the conference.
- We will send out press releases to all the Ely media outlets about why Sno-Jet is returning, how the return will benefit the community, and reassuring the community that Sno-Jet will not close the plant again.
- Sno-Jet will donate funds to the various community organizations in the Ely community. We will send out press releases to all the Ely media based on our media lists to ensure press coverage of our philanthropic efforts.
- Sno-Jet will sponsor local little league teams. We will inform the media as well as various community organizations and leaders about Sno-Jet's sponsorship of the teams.
- We will pitch an idea about a feature story to the specialized media in Ely. The story will consist of quotes by a spokesperson from Sno-Jet discussing Sno-Jet's return and how it will benefit the community. Information on how the economy is more stable, ensuring the plant's stability will also be provided. The spokesperson will point out how the Sno-Jet plant will jumpstart the Ely economy. This will be important in swaying peoples' opinions, since Ely missed out on the recent economic revival.
- An open house of the Sno-Jet plant in Ely will be held. Sno-Jet will need to ensure the parts of the plant toured are presentable and safe previous to the Open House. The tour leaders will emphasize how the reopening of the plant will be beneficial for the community, and reassure tour groups that the economic trouble

- that caused the plant to close in the first place no longer exists, assuaging fears about the plant closing again. The tour leaders will also emphasize all the jobs the plant will create when opening. Community leaders and community organizations will be sent special invitations to the Open House. We will also send out a media advisory to the Ely community media about the Open House.
- Sno-Jet will purchase local advertising in particular Ely community media. This will promote Sno-Jet to the Ely community as well as improve the media's attitude towards Sno-Jet, since the purchasing of advertising brings them money.
 - Sno-Jet will propose a special giving program if the plant successfully reopens. With this program, 5% of each month's profits will be donated to the local schools in Ely. We will send out press releases notifying Ely media about the proposed project. We will also have a Sno-Jet spokesperson meet and talk with Ely community leaders and community organizations to highlight the proposed program. We believe the proposed plan of giving back to the community will be effective based on how effective University of Nevada's program of donating money to the community was (Community Relations Thanks for Giving Campaign).
 - Sno-Jet will examine the community organizations in Ely to see if there are any ones that deal with outdoor enthusiasm. If so, Sno-Jet will donate snowmobiles to those community organizations. This will foster positive feelings in the organizations that receive the snowmobiles. We will also send out press releases about the donation to the Ely media to gain press coverage. We believe this will be effective since we are donating something more meaningful than money to organizations which need it. This is like the Bravo Community Relations campaign when Bravo relaunched the Affiliate Arts Education program to the city where it was headquartered (Bravo).
 - Key upper management personnel from Sno-Jet will volunteer their time at the local Ely community schools. This will show Sno-Jet cares about the community and is willing to help in whatever way possible. We will send out press releases to the local Ely media to bring awareness to the volunteering.
 - We will have Sno-Jet spokespeople attend meetings of all the local organizations. At these meetings, the spokespeople will discuss the plant purchase and highlight why it will be a positive thing as well as holding a question and answer session after their presentation.
 - We will have key members of Sno-Jet upper management meet with community leaders. They will discuss the benefits of the plant purchase as well as answer questions. Having members of upper management meet with community leaders will be a positive, since it will show Sno-Jet is truly invested in the project and is genuine about positively impacting the Ely community.

Uncontrolled Media

For all our special events, we will be sure to send out press releases to the appropriate Ely community media outlets. We will be sure to send photographs as well as notify the media in advance of photo opportunities. We will also offer the appropriate Ely media outlets the opportunity to interview a Sno-Jet spokesperson. The interview proposals will be targeted at specialized Ely media

outlets for the features section of the paper. Of course, we will be sure to check the editorial calendars of all the media outlets we send material to in order to ensure we are targeting the media at the best possible time.

Controlled Media

We will send all the house publications put out by Sno-Jet to the community leaders we have on our community leaders list. We will also alert the community leaders about Sno-Jet special events by sending out e-mails, such as the press conference and the open house. Sno-Jet will also develop a thorough and informative web site. The website will include background information about the company as well as updates on what the company is currently doing. All information about the proposed Ely plant purchase will be readily available on the website. Recent photographs of Sno-Jet's upper management team and facilities will be readily available. This will be beneficial because it focuses on the eight types of community involvement listed in Public Relations Case Studies (Hendrix 141).

Effective Communication

Opinion Leaders

Opinion leaders will be targeted in our campaign. We are using opinion leaders to get our message to the Ely community via the 2-step flow process. This is crucial, since these key members of the community will be able to easily influence the opinion of the community in regards to Sno-Jet purchasing the plant.

Group Influence

Group influence will also be stressed in this campaign. It is very important in regards to our target public of community organizations. Organizations hold a degree of cohesiveness and conformity. This means organization members will be more likely to go along with a positive opinion towards the Sno-Jet plant purchase, enhancing positive attitudes. The organizations will spread the message to their members via the 2-step flow process.

Audience Participation

This is also an important type of effective communication for this campaign. If our public gets involved with Sno-Jet Industries through first-hand experiences, they will be more likely to be in favor of the plant purchase. We will be sure to have community leaders, media and organizations involved with Sno-Jet's events. The open house is an example of audience participation. Also, the donation of snowmobiles to certain organizations is also a good example of audience participation used in this campaign.

Evaluation

Evaluation of Informational Objectives

We will measure how successfully we met our informational objective by looking at how many media outlets, community leaders and community organizations received our message. We will quantitatively measure how many press releases,

media advisories and e-mails were sent to the Ely media, community leaders and community organizations through the course of the campaign.

Evaluation of Attitudinal Objectives

We will determine if we successfully improved attitudes in 60% of the Ely media, community leaders and community organizations by running surveys questioning these publics about their attitudes towards the Sno-Jet plant purchase.

Evaluation of Behavioral Objectives

We will evaluate our behavioral objective for Ely media by seeing how many Ely media outlets ran positive stories about the proposed plant purchase. We will evaluate how successful we were at our behavioral objective for the community leaders and organizations by looking to see how many of these organizations and leaders actively welcomed the plant purchase.

Works Cited

1. Hendrix, Jerry A., and Darrell C. Hayes. *Public Relations Cases*. 8th ed. Boston: Wadsworth Cengage Learning, 2010. Print
2. "Bravo Raises the Curtain on New Affiliate Community Relations Campaign 'Bravo On With The Show: On Broadway ... See Who You Can Be'; Bravo Relaunches Proven Affiliate Arts Education Initiative to Provide All Operators a Valuable Local Community Relations Program. - PR Newswire | HighBeam Research: Online Press Releases." *Research - Articles - Journals | Find research fast at HighBeam Research*. Web. 28 Feb. 2010. <<http://www.highbeam.com/doc/1G1-102926743.html>>.
3. "Community Relations | Thanks for Giving Campaign." *Community Relations | Home*. Web. 01 Mar. 2010. <<http://communityrelations.unlv.edu/thanksforgiving/>>.