

Pr process case study: kodak essay



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AN ASSIGNMENT ON ANALYSIS OF A PR CAMPAIGN – THE 4-STEP PR PROCESS

(Internal Assessment) TOPIC:- EASTMAN KODAK COMPANY 1994 CAMPAIGN

CAMPAIGN NAME:- Project WINGS – Imaging Back In Focus SUBMITTED TO:-

SUBMITTED BY:- Ms. Bhavneet Bhatti Nikshubha Sharma PGD in Advertising

& PR SUBJECT: Paper – III Panjab University, Chandigarh. SUBMITTED ON:-

27th November, 2011 THE COMPANY Eastman Kodak Company (commonly

known as Kodak) is a multinational imaging and photographic equipment,

materials and services company headquartered in Rochester, New York, United

States.

It was founded by George Eastman in 1892. Long known for its wide range of photographic film products, Kodak is re-focusing on two major markets:

digital photography and digital printing. As part of its turnaround strategy,

Kodak has turned to aggressive patent litigation in order to generate

revenue. Eastman Kodak Company provides imaging technology products

and services to the photographic and graphic communications markets

worldwide. It operates in three segments: Consumer Digital Imaging Group

(CDG), Graphic Communications Group (GCG), and Film, Photofinishing, and

Entertainment Group (FPEG).

Although the company has its head office in Rochester it is incorporated in

New Jersey. THE 4-STEP PR PROCESS In its most advanced form, Public

Relations is a scientifically managed part of an organisation's problem-

solving and change processes. Practitioners of this type of public relations

use theory and the best available evidence in a four-step PR process: 1.

Research & Listening – Defining the problem/opportunity. The first step

involves probing and monitoring knowledge, opinions, attitudes, and behaviours of all the people concerned with the organisation.

It provides the foundation for all the other steps in the PR process. 2.

Planning & Decision Making – Programming the plan. Information gathered in the first step is used to make decisions about the program publics,

objectives, tactics, communication strategies and goals. This involves

factoring the findings from the first step into policies and programs of the

organisation. 3. Communication & Action – Implementation of plan. The third

step involves implementing the program of action and communication

designed to achieve the specific objectives for each of the publics to

accomplish the program goal. . Evaluation – Assessment of the program or

plan. The final step in the process involves assessing the preparation,

implementation, and results of the program. Adjustments are made while the

program/plan is being implemented, based on evaluation feedback on how it

is or is not working. PR CAMPAIGN BY EASTMAN KODAK COMPANY TITLED ‘

Project WINGS- Imaging Back In Focus’ Analysis based on the 4 steps

involved in the PR process: Step 1 – Research •Review of analysts’ opinion

•Face-to-face meetings with large investors •Employee opinion surveys

•Goldman, Sach & Co. Kodak’s investment banker, prepared a portfolio

analysis for Kodak “ as imaging goes, so does Kodak” •Studies showed

Kodak’s financial health was diminishing Step 2: Planning & Programming

Objectives: •To gain understanding among all audiences that focusing on

imaging is in the best long-term intersects of Kodak, its shareholders,

customers, and employees. •To sustain employee morale, retain customer

loyalty and avoid disruption in the performance of divisions being divested.

Strategy: Group communication activities were divided into 3 stages: 1. Announcement stage to unveil intent to divest. . Interim stage to re-assure investors, customers and employees while buyers were found for the businesses being sold. 3. Final stage in which the divestiture transactions were announced. Key Messages: 1. Focusing on imaging will reduce Kodak's debt and align all the company's resources on Kodak's greatest strength. 2. The units being divested are excellent businesses. 3. Kodak will protect the interests of customers and employees of these businesses by selling them to buyers with the resources to help them achieve their fullest potential. Target Audiences: Investment Community •Financial Media •Employees, especially those affected by the sale. •Health customers •Potential buyers •Government and opinion leaders in affected localities. Budget: \$500, 000 for internal and external communications, no paid advertising Step 3 : Communication – Implementation/Execution Responsible for: •small “ in-house” team •PR agencies retained to assist with planning and implementation. Implementation: Stage I: •Investor meeting •Press conferences •Employees news cascade within Kodak and affected businesses •Management meetings with employees Written and other materials given to sales organisations to re-assure customers •Inform government officials, suppliers, trade associations on first day Stage II: •Annual meeting presentation •Employee Hotlines •Town Meetings •Site focus groups •Special transition newsletters •Management communication with employee teams Stage III: •Announcements about sales of businesses (incorporated the key message of the campaign) •Communications with employees and other target audiences regarding the sale of each business.