



UNIVERSITY OF SOUTHERN CALIFORNIA

Annenberg School for Communication

STRATEGIC PUBLIC RELATIONS CENTER

GAP V

PUBLIC RELATIONS

GENERALLY ACCEPTED PRACTICES (GAP) STUDY

(5th EDITION)

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1) How would you describe the organization within which you work and have responsibility?

Public company, corporate level _____

Public company, division or unit _____

Private company, corporate level _____

Private company, division or unit _____

Government agency (including military) _____

Nonprofit organization _____

PR agency _____

Other (describe): _____

Please select only one

2) Please describe the geographic parameters of the organization in which you have responsibility, and for which you will be providing data in this study.

US -- local or regional _____

US -- national _____

North America (US, Canada, Mexico) _____

Americas (North, Central, and South America) _____

International (US plus multiple countries outside the Americas) _____

Global _____

3) Within the organization in which you have responsibility, how many fulltime PR employees (professional and administrative personnel alike) were there as of August 31, 2007?

a. Your level of responsibility or oversight = _____ people

4) Within the organization in which you have responsibility, how did your total PR staff change (if at all) from August 31, 2006 to August 31, 2007?

a. Personnel increased by _____%

b. Personnel decreased by _____%

c. No change _____

5a) Which one of the following categories best describes your PRIMARY business or industry?

Agriculture (excluding food manufacturing)	_____	Manufacturing and/or marketing: Business-to-business products	_____
Communications	_____	Manufacturing and/or marketing: Consumer products	_____
Construction	_____	Media (print, broadcast, online, publishing, etc.)	_____
Educational institutions	_____	Non-profit: Charities, foundations, religious organizations, etc. (501(c)3)	_____
Energy/Natural resources (oil, gas, coal, electric, mining, etc.) (excluding utilities)	_____	Non-profit: Professional/individual membership organizations	_____
Entertainment (sports, gaming, amusement parks, etc.)	_____	Non-profit: Trade associations	_____
Finance: Banking	_____	Non-profit: Other (CVBs, chambers of commerce, etc.)	_____
Finance: Insurance (excluding health insurance)	_____	Professional services (accounting, architecture, consulting, legal, etc.)	_____
Finance: Brokerage and other services	_____	Retailing (restaurants, consumer products, business supplies, etc.)	_____
Government/Public administration (excluding nonprofits and utilities)	_____	Technology (consumer and business-to-business)	_____
Healthcare: Providers (excluding educational institutions)	_____	Tourism/Travel (hotels, travel agencies, cruise lines, etc.) (excl. restaurants, airlines, etc.)	_____
Healthcare: Payors (health insurance, etc.)	_____	Transportation/Shipping (excluding manufacturing)	_____
Healthcare: Manufacturers (pharmaceuticals, devices, equipment, etc.)	_____	Utility - Public (electric, gas, etc.)	_____

5b) Irrespective of the above categories, how would you classify your primary business?

6) To which area(s) of your organization does your PR/Communication function have a direct (solid) reporting line?

Corporate C-Suite (Chairman, CEO, COO) _____

Head of operating unit _____

Finance _____

Human Resources _____

Legal _____

Marketing _____

Strategic Planning _____

Other _____

Please check all that apply

7) Referring to your answer(s) to the previous question, to what extent do you believe that this is the most appropriate reporting line for PR in your organization?

Highly inappropriate 1 2 3 4 5 6 7 Highly appropriate

8) In your organization, how seriously are PR recommendations taken by senior management (Chairman/CEO/COO)?

Not taken seriously at all 1 2 3 4 5 6 7 Taken very seriously

9) What level of support does the PR function receive from senior management (Chairman/CEO/COO) in your organization?

Very little support 1 2 3 4 5 6 7 Very strong support

10) To what extent are PR and reputational considerations factored into strategic decision making and planning in your organization?

Never 1 2 3 4 5 6 7 Always

11) How likely is it that, within your organization, PR/Communications would be invited to attend either of the following types of meetings?

a. Senior-level meetings dealing with matters that may or may not have communications implications

Never 1 2 3 4 5 6 7 Always

b. Senior-level meetings dealing with organizational strategic planning

Never 1 2 3 4 5 6 7 Always

12) For what functions does your department have primary budgetary responsibility?

Advertising – corporate image	_____	Crisis management	_____
Advertising – issues	_____	Employee/Internal communications	_____
Advertising – product	_____	Executive communications	_____
Community relations	_____	Government relations/Lobbying	_____
Corporate communications (other than advertising)	_____	Investor relations	_____
Corporate ethics/ombudsman	_____	Issues management	_____
Corporate external website	_____	Marketing PR/Product PR	_____
Corporate governance/standards	_____	Monitoring and participation in the blogosphere	_____
Corporate image (graphics standards, logo usage, etc.)	_____	Monitoring and participation in online social networking (e.g. Facebook, LinkedIn, etc.)	_____
Corporate intranet	_____	Monitoring and participation in other online media (e.g. Second Life, YouTube, etc.)	_____
Corporate reputation	_____	Philanthropy	_____
Corporate social responsibility (CSR) oversight	_____	Public affairs	_____

Please check all that apply

Financial Information

The following questions relate to the financial aspects of the organization in which you work and have responsibility (i.e. the entire corporation, an operating unit, etc.).

This information is strictly confidential and will not be accessible to anyone beyond the USC SPRC Research Team.

13) What were your organization's gross revenues in the most recently completed fiscal year (i.e. 2006/07; in whole dollars)? Please answer only for the organization in which you have responsibility, (i.e., the entire corporation, a division or operating unit, etc).

Gross revenues = \$ _____

14) In that same fiscal year what was your total public relations budget including staff salaries and related costs (i.e. benefits)? Answer only for the organization in which you have responsibility.

Total PR budget with salaries and costs = \$ _____

15) In that same fiscal year what was your total public relations budget excluding staff salaries and related costs (i.e. benefits)? Answer only for the organization in which you have responsibility.

Total PR budget without salaries and related costs = \$ _____

16) How did your total PR budget change (if at all) in this fiscal year (i.e. FY 2007 as compared to FY 2006)?

Answer only for the organization in which you have responsibility.

- a. Budget increased by _____%
- b. Budget decreased by _____%
- c. No change _____
- d. Don't know _____

17) How do you expect your PR budget to change (if at all) in the next fiscal year (FY 2008) as compared with the current year (FY 2007)? Answer only for the organization in which you have responsibility.

- a. Budget will increase by _____%
- b. Budget will decrease by _____%
- c. No change _____
- d. Don't know _____

The following question is designed to address the commonly asked question "How big should our PR budget be relative to our Advertising budget?" Please answer the following with that in mind.

18) Does the corporation or business unit in which you have responsibility:

- **Have an Advertising budget that is separate and apart from the PR/Communications budget?**

Yes _____ No _____

- **Have an Advertising budget that is managed by a department or function (i.e. Marketing or Advertising) other than Corporate Communications/Public Relations?**

Yes _____ No _____

**If you answered "Yes" to both conditions, please answer question #19
If you answered "No" to either condition then proceed to question #20**

19) How large is that Advertising budget?

Advertising budget: \$ _____

20) Approximately what percentage of your total PR budget (including salaries) is dedicated to PR measurement and evaluation?

- a. Percentage of PR budget dedicated to measurement and evaluation _____%
- b. Cost of evaluation included in another function's budget (i.e. Marketing) _____
- c. Don't know _____

End of Financial Information

21) By selecting the appropriate number, please describe the extent to which you use each of the following measures to evaluate PR's effectiveness.

	Do not use at all				Use significantly		
Ad equivalency of clips	1	2	3	4	5	6	7
Content analysis of clips	1	2	3	4	5	6	7
Contribution to market share	1	2	3	4	5	6	7
Contribution to profitability	1	2	3	4	5	6	7
Contribution to sales	1	2	3	4	5	6	7
Crisis avoidance/mitigation	1	2	3	4	5	6	7
Influence on corporate culture	1	2	3	4	5	6	7
Influence on corporate reputation	1	2	3	4	5	6	7
Influence on employee attitudes/morale	1	2	3	4	5	6	7
Influence on share of voice	1	2	3	4	5	6	7
Influence on stakeholder awareness	1	2	3	4	5	6	7
Influence on stakeholder opinions	1	2	3	4	5	6	7
Influence on stock performance	1	2	3	4	5	6	7
Total circulation	1	2	3	4	5	6	7
Total impressions	1	2	3	4	5	6	7
Total number of clips	1	2	3	4	5	6	7
Total number of clips in "top tier" media	1	2	3	4	5	6	7
Other (what?) _____							

22) When evaluating your PR activities you make use of data from other functions (i.e. Marketing, HR, etc.).

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

23) Your CEO believes that the methods you are currently using to evaluate PR are adequate.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

24) Your CEO believes that organizational reputation contributes to organizational success.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

The following questions are for public and private company respondents only. If your organization does not qualify as either, please proceed to question #28.

25) Your CEO believes that PR contributes to maintaining or increasing market share.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

26) Your CEO believes that PR contributes to financial success.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

27) Your CEO believes that PR contributes to maintaining or increasing sales.

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

28) How does your senior management team (Chairman/CEO/COO) perceive the contribution made to your organization's success by each of the following functions?

	<u>Does not contribute significantly</u>				<u>Contributes significantly</u>			
Finance	1	2	3	4	5	6	7	
HR	1	2	3	4	5	6	7	
Information technology	1	2	3	4	5	6	7	
Legal	1	2	3	4	5	6	7	
Marketing	1	2	3	4	5	6	7	
PR/Corporate communications	1	2	3	4	5	6	7	
Sales	1	2	3	4	5	6	7	
Security	1	2	3	4	5	6	7	
Strategic planning	1	2	3	4	5	6	7	

29a) How well integrated are the various communications functions within your organization?

Not at all integrated 1 2 3 4 5 6 7 Extremely well integrated

29b) How well integrated is your PR/Communications function with other departments in your unit (i.e. HR, Marketing, Finance)?

Not at all integrated 1 2 3 4 5 6 7 Extremely well integrated

30) Does your organization or operating unit use outside PR agencies?

Yes _____ No _____

If you answered "No" to question # 30, please proceed to question #36

31) How many PR agencies do you work with, on average?

a. Number of firms used: _____

32) Describe the nature of your agency relationship(s) by checking one of the following options:

a. We work on an ongoing basis with a single “agency of record.” _____

b. We work on an ongoing basis with multiple agencies. _____

c. We assign projects to a pre-approved list of firms. _____

d. We assign projects to agencies on an ad hoc basis. _____

33) Please indicate the approximate percentage of your total PR budget (including salaries) that is allocated to PR agencies for fees and direct expenses combined.

a. Percentage of total PR budget allocated to agencies _____%

b. Don't know _____

34) Describe your reasons for working with agencies by checking all of the following factors that apply.

- a. They provide an objective point of view. _____
- b. They provide strategic and/or market insight and experience. _____
- c. They provide additional “arms and legs.” _____
- d. They provide an ability to quantify results. _____
- e. They complement our internal capabilities. _____
- f. They are cheaper than adding staff. _____
- g. We have a limit on internal “head count.” _____
- h. They offer unique expertise. _____
- i. They have resources in geographies or markets where I need them. _____

35) Do you have reservations about working with agencies?

Yes _____ No _____

If you answered “No” to # 35, please proceed to #37

36) Indicate any reservations you may have about working with agencies by checking all of the following factors that apply.

- a. Return on investment _____
- b. Staff turnover on the account team _____
- c. Junior level of personnel assigned to my account _____
- d. Lack of knowledge of/insight into our business _____
- e. Ability to quantify results _____
- f. Cost _____
- g. Ability to adequately execute projects _____
- h. Current/potential conflicts of interest _____

37) For each of the dimensions below, please select the number that best describes your organization as a whole, not just your department alone.

For example, if your organization is more “rigid” than “flexible,” then you would circle either 1, 2, or 3.

Rigid	1	2	3	4	5	6	7	Flexible
Autocratic	1	2	3	4	5	6	7	Democratic
Profits-first	1	2	3	4	5	6	7	People-first
Ethical	1	2	3	4	5	6	7	Unethical
Proactive	1	2	3	4	5	6	7	Reactive
Long-term strategic	1	2	3	4	5	6	7	Short-term operational
Good external reputation	1	2	3	4	5	6	7	Poor external reputation
Successful	1	2	3	4	5	6	7	Unsuccessful

38) For 2007, what is your expected compensation (salary + bonus)? (This question is optional, please check one)

- Up to \$49,999
 \$50,000 - \$99,999
 \$100,000 - \$149,999
 \$150,000 - \$199,999
 \$200,000 - \$249,999
 \$250,000 - \$299,999
 \$300,000 - \$349,999
 \$350,000 - \$399,999
 \$400,000 - \$449,999
 \$450,000 - \$499,999
 \$500,000 Plus

Please provide the following information so that we can notify you when the results are available. We guarantee that this information will remain confidential and will not be distributed beyond the research group.

Name: _____ Title: _____

Name of your company: _____

Mailing Address: _____

City: _____ State: _____ Zip Code: _____ Country: _____

Phone: _____ E-mail: _____

Thank you!