

## **Total Relationship Management: A Seamless One Clear Voice System**

As it becomes clear that public relations activities cannot be successfully Balkanized into community relations, public affairs, marketing support and other “separated” entities, the search is on for integrating methods.

So what might a single ... coordinated ... truly integrated total program look like? One able to deliver One Clear Voice presentation, using techniques that fit the 90s’ environment, achieving the synergy a “right-sized” pr operation must have in an era of dwindling resources.

### **A Proposed Design for Total Relationship Management (TRM)**

1. Start with **community relations**.
2. Link to it the natural fit of **social responsibility or philanthropy** – including volunteers, in-kind or expert assistance, and contributions. These two have the same goals but are artificially separated in most structures.
3. Tie in **employee relations**, since volunteer and ambassador programs are among its key components now, but often run by community relations or another unit.

4. Include **public affairs/government relations**, since ambassador and more organized grassroots/opinion leader systems like constituency relations are the most powerful tools available here – yet may be run by community relations or some other unit.
5. Add **marketing pr** since both relationship marketing and database marketing – today’s hot programs – use the previously enumerated tactics.
6. In NPO’s, include **fundraising** since all of the above create the climate for contributions.

### **The Net Result is Energy Into Outcomes**

In other words, reengineering pr to eliminate departments and boxes. Emphasize instead **programming and strategy** – what we do and why we do it.

1. As an example, take a simple **ambassador program**. Regardless of who has responsibility, it impacts:
  - a. Relationships with the employees who staff it
  - b. Communities and opinion leaders targeted by it
  - c. The outcome of issues the organization is concerned with, and
  - d. Markets for its products/services, etc.

2. The same applies to **targeted speakers bureaus**, membership networks, strategic philanthropy, and focused communications – just about every program that works in today’s environment.
3. Looking holistically at programming allows achieving **behavioral goals**, through personalized relationship building.
4. Opinion leaders targeted and feedback generated by each program can go into a **single database** – an inclusive networking resource and the most timely, trustworthy and **actionable research** imaginable.
5. **Research supports** the seamless, reinforcing nature of this approach.

### **How Then to Organize and Divide the Workload**

Does TRM demand work teams of generalists? A collection of specialists who begin by cross-training each other? Is it better to have loosely defined departments which focus on interpreting these encompassing, synergistic programs to designated publics, or to adopt one that reflects the 3 arenas of pr activities – sales support, public policy, organizational effectiveness?

**Is a better approach to organize around the programs themselves**, with each program team responsible for its impact on all affected publics? These are the unanswered questions, but the direction seems to be right on.