



COMPREHENSIVE PLAN

DES MOINES RADIO GROUP



Created by Natalie Novak

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September 12, 2022
Ms. Jenny Bessman & Mrs. Leigh McNabb
Des Moines Radio Group
1416 Locust St
Des Moines, IA 50309

Ms. Bessman & Mrs. McNabb,

Attached is the campaign I have prepared for the Des Moines Radio Group. This campaign in the culmination of research report provides insight on a study I conducted here in Des Moines through a social media survey to gauge the association that community members and small business owners have between the Des Moines Radio Group and advertising opportunities. Utilizing Facebook groups for local businesses in the area, I posted the link and was fortunate enough to get nearly 100 responses. Throughout the report, I also highlight other potential issues in the future, as well as my personal recommendations for solutions, complete with rationale.

Please let me know if you have any questions at all or are interested in discussing any of these topics further. I look forward to hearing your thoughts and am eager to try out these solutions.

Sincerely,



Natalie Novak

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Introduction

The Des Moines Radio Group is the parent company to nine of Des Moines' most popular radio stations. The group is headquartered in downtown Des Moines, across the street from the Papa John Sculpture Park. The organization prides themselves on their community presence, hosting more than 300 events each year that connect them with clients and listeners alike. With nearly 100,000 Iowans tuning in to their stations, they strive to provide professionally produced, compelling consumer-driven content that entertains and informs. The DMRG's two main competitors in the radio industry are iHeart Media and Cumulus Media, two of the largest owners and operators of AM and FM radio stations in the United States.

Following a briefing meeting with representatives Leigh McNabb and Jenny Bessmen from the Des Moines Radio Group, the focus of this campaign has been set-- make potential clients aware of the DMRG's advertising services and strengthen brand recognition. Lastly, the question driving this research: Do business owners and citizens of Des Moines recognize the Des Moines Radio Group as a brand and as a marketer?

Situational Analysis

At the Des Moines Radio Group, I believe the central issue we are facing is a lack of communicating the group, as a whole, to potential clients and current listeners. We could be doing a better job of communicating our brand as the Des Moines Radio Group: who we are, what we do, and how we serve the community. We could be doing more to get the message across to potential clients that our advertising services are the highest quality in the market, at the best price. Our key publics to focus on are radio listeners in the Des Moines/ Central Iowa area, citizens of Des Moines/ Central Iowa, and small business owners in Des Moines/ Central Iowa.

In broad terms, our strengths are in marketing. Many of our clients have voiced their satisfaction with their individualized solution from the Des Moines Radio Group, and the success they've seen in those campaigns. Another strength of ours is creativity and originality. We have more in-house DJ's than any other radio group in the state. All of whom, create compelling, entertaining, content as their livelihood. This strength is a huge asset to us because it makes us well equipped to solve our key issue. When looking at weaknesses, we fail to allocate resources to marketing for our own brand. We deny ourselves what we do so well for our clients. Luckily, with a little extra devotion we will see the results we are looking for in a year's time.

Environmental Factors: Threats

We are still dealing with the effects of the Coronavirus pandemic, and though it seems the end is near, it is not behind us yet (Rogers, L. S., Johns Hopkins, *Where We Are in the Pandemic*). As we have seen throughout the Pandemic, this has affected a wide variety of

industries and caused an increased number of shortages. Some examples that come to mind that could affect the Des Moines Radio Group would be outbreaks within the organizations that could take out talent and staff, and shortages of materials we may need for promotional items we may want to manufacture.

Looking at our advertising clients—if they are facing shortages of staff or product, advertising may not be high on their priority list. This is an important factor to keep in mind because of the all-encompassing, never-ending number of variables the Pandemic has influenced and will likely continue to influence, making for a potential loss of effectiveness for our campaign. Though it sounds daunting, the likelihood is that the challenges that could present themselves are typically minor in magnitude and treatable with flexibility and substitutions. So long as we keep the possibility in our foresight and remain diligently aware.

Another situation on the horizon is the fact that across the United States, less and less people are tuning into the radio (Pews, *Audio and podcasting fact sheet*.) This is another influence on our campaign that is out of our control. Despite this, there is still an audience for radio.

Environmental Factors: Opportunities

The U.S. Chamber of Commerce has found that since the pandemic, consumers are increasingly opting for smaller, local businesses (Erdly, C. *Four trends that will shape retail in 2021*). Because our clients are mostly small business owners if they see an uptick in profits, they may choose to invest some of those profits in advertising. This trend towards supporting local

and shopping small would be a good trend to lean into. It seems intuitive that with a wave of ‘conscious consumers’, the support for small businesses could go beyond retail and carry on into other industries as well. Through communicating the message that we are local ourselves, who deeply value local business, we become a more appealing option than our commercial competitors. Not only to potential listeners, but for local businesses looking to advertise.

Across the nation, the cost of living is increasing, and gas prices are sky rocketing (Amadeo, K, *U.S. Economic Outlook for 2022 and beyond*). This could mean our clients and potential clients (local businesses) could be seeing less profits than usual. Therefore, they may be less willing to invest in advertising services without the profits they used to. Though this presents itself as an obstacle, this could be an opportunity for us. There is potential to gain clients if we communicate ourselves as a more cost-effective option.

I spoke with Shelly Scott, an Account Executive and Recruitment Specialist here at the Des Moines Radio Group. She mentioned to me that she recently signed a new client, Marzetti’s, who makes frozen pastas. They came to her, upon referral, after being dissatisfied with their success in advertising with Cumulous Media-- one of our primary competitors, along with iHeart Media. Marzetti’s was paying five thousand dollars for a two-week spot with Cumulous, but Scott knew she could do better. She was able to give them a four-week spot for four thousand dollars.

Marzetti’s is a prime example of the type of public we are trying to reach. There is no telling how many clients like Marzetti’s could be out there, which is why I strongly recommend leaning into communicating the message that we are the most cost-effective option when it

comes to radio advertising in Des Moines. Not only do we offer the most reasonable pricing, but also the quality, one-on-one attention each of our sales associates bring to each of their clients that our competitors lack. Scott stressed the importance of those relationships— “It’s about strengthening the ones you have with clients while building new ones.” And this message has been echoed from other staff at the Des Moines Radio Group. Jenny Bessman, Director of Promotions said: “We aren’t just looking to make money, we are looking to build a relationship.” This is another strength we have over our competitors, and a key message to get across to our publics.

Goals

In terms of end goals, we would like to see the Des Moines Radio Group become a household name for the citizens of Des Moines and surrounding areas. Notorious for all that we give away to the community both in prizes and in philanthropic efforts, as well as our exceptional marketing services.

Recommendations

Right off the bat, I believe it is crucial for the Des Moines Radio Group to get their own Instagram and Facebook page. This will be key in communicating our brand as the Des Moines Radio Group to the citizens of Des Moines.

In addition to increasing our social media presence, a brochure could help us get our brand across to the people of Des Moines as well as get our name out to potential clients. As for content of the brochure, we could have information about all we have given away in the past year, the events, and fundraisers we put on, and information about all of our stations. Though we are out in the community often with different stations, we aren’t normally there on behalf of the

radio group as a whole. We could just be there to hand out promotional items and inform people about what we do.

We could begin a series on our Instagram and Facebook, highlighting some of our favorite local businesses a couple times a month. One approach could look be hosts take turns sharing their favorites. We could also take the time to highlight our client's businesses. Lastly, I had an idea for a series where we had hosts try out and review different People's Choice Winners each week. This would be strengthening our association with local businesses and improve our interpersonal relationships with local business owners. It would also draw more buzz surrounding the People's Choice Magazines we put out, which are not only a useful tool, but an opportunity to recognize and celebrate well deserving, local businesses and organizations. Depending on how much time we were willing to invest in this idea, it could even be made into a video series, potentially. It would also be an opportunity to reach a broader audience, especially if the businesses shared the posts to their followers.

Another idea to help access potential listeners would be to encourage winners of ticket giveaways to post photos of the event on socials and to tag us or invite them to send us photos of the event that we could share., We could call it our "TBT" series, post the photos every Thursday of past winners enjoying their events. By sharing the photos from the events and attaching it with our name, we would be associating ourselves with the prizes we distribute, giving people who aren't fans of radio another reason to pay attention to us.

Another series for social media could be testimonials from current clients who are satisfied with their experience. If we aired one of these a month, they could be delegated to a Sales Associate, possibly paired with a Host. It would be relatively easy execute, and a great way

to spread the word about our exceptionally advertising services. I have heard something similar played on our stations and believe this is a great practice to lean into. Word-of-mouth advertising has proven to be one of the top ways to advertise, especially among Millennials and Gen Z (Freedman, M. *Why word of mouth beats advertising.*) If nothing else, we could send out a letter of inquiry to our clients to see if any of them would be willing to participate and go from there. Related-- Another way to engage with this method of marketing is referral programs. If we get a new client based on a referral from a previous client, we could reward the current client with some kind of discount.

One way to try and get more people listening to radio, would be to get strategic with our contests and advertise them more on social. The Des Moines Radio Group's stations do a pretty good job of this already, but this would give potential listeners more incentive to tune in. If we did giveaways through trendy local businesses, like Porchlight, Kin, or Petals and Moss, we could potentially tap into audiences we are not reaching. If those local businesses would share to their social medias about the contests, asking customers to tune in to win, not only would we be finding new listenership but also strengthening that association with local businesses. Our competitors won't do giveaways with local goods/services. Their contests are nationwide. Especially since many of our listeners mentioned in the Christmas in July Survey* they would like to see more prizes that are gift baskets from local businesses or gift certificates to local businesses, this seems like a win-win scenario.

One final, simple recommendation I have is to add a page to the Des Moines Radio Group Website on our navigation panel that reads 'Advertise with Us'. I've noticed this on

competitor's websites and believe it would be a great way to make our services more known and accessible.

**Though I no longer have access to the data from this survey, Leigh should still have access to it. The sorted data is in an email from me with the subject line "Christmas in July Survey Results" and should be an excel file.*

Literature Review

In terms of environmental factors/influence that could theoretically influence research results, the trend of streaming services like Apple Music or Spotify. Though, the most recent data regarding terrestrial listenership (tuning in via AM / FM radio, as opposed to streaming) cuts off at 2020, thus creating a gap in knowledge.

Terrestrial listenership was surprisingly on the climb until it peaked in 2017, and began dropping steadily until 2020, according to Pew Research. This is a future obstacle for the DMRG and any radio station. It would be wise to be aware of this issue on the horizon and begin brainstorming tactics to keep people listening— perhaps prizes and contests will be more of a focus even five to ten years from now.

Methods

Business owners and community members in the Des Moines area were surveyed on the first 3-5 places they would turn to if they were looking to advertise for their small business. The link to the Google Forms Survey and a brief introduction was posted to two Facebook groups for Des Moines, “Des Moines Small Business Appreciation” and “East Village Des Moines”. I also reached out to some local business owners in the area. The brief introduction read:

“Hello! My name is Natalie Novak, I am a senior at Drake University conducting research for an independent study. If you would like to help me out, please fill out this quick survey, which shouldn't take longer than 5 minutes.”

The survey was made up of only two questions. First, “Are you local to Des Moines?” and the second read:

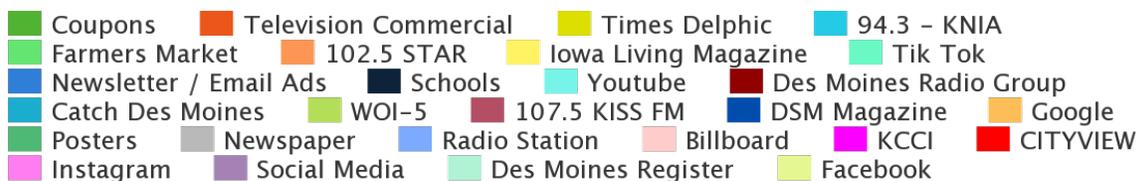
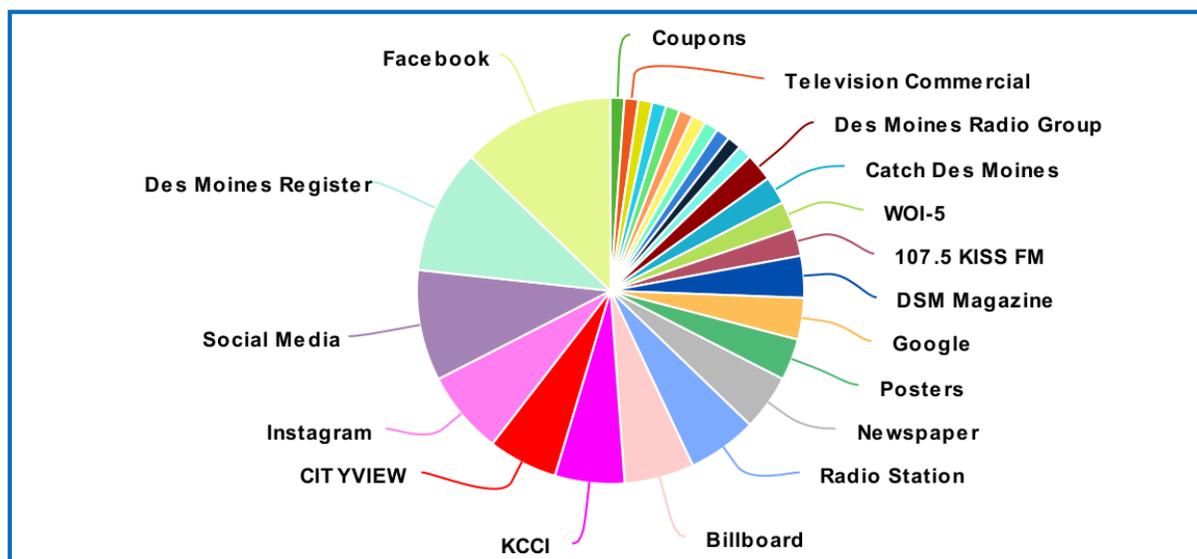
“You are a local business owner in Des Moines. You are looking to put out some advertising. Where are the first 3-5 places (IE: newspapers, magazines, radio stations, etc) that come to mind to reach out to?”

Probability sampling was used for data collection, meaning each response had an equal chance of being used for analysis. Once data saturation is reached--where answers began to repeat and new answers lulled to a stop--the data analysis process began. Similar answers were grouped into categories IE responses Television, commercial, and Television Commercial, would be grouped into one category. From there, each unique response was recorded, as was the number of times it was collected as an answer. To add a visual element, the data was input into a pie chart. Through data visualization, I analyzed the data.

Findings

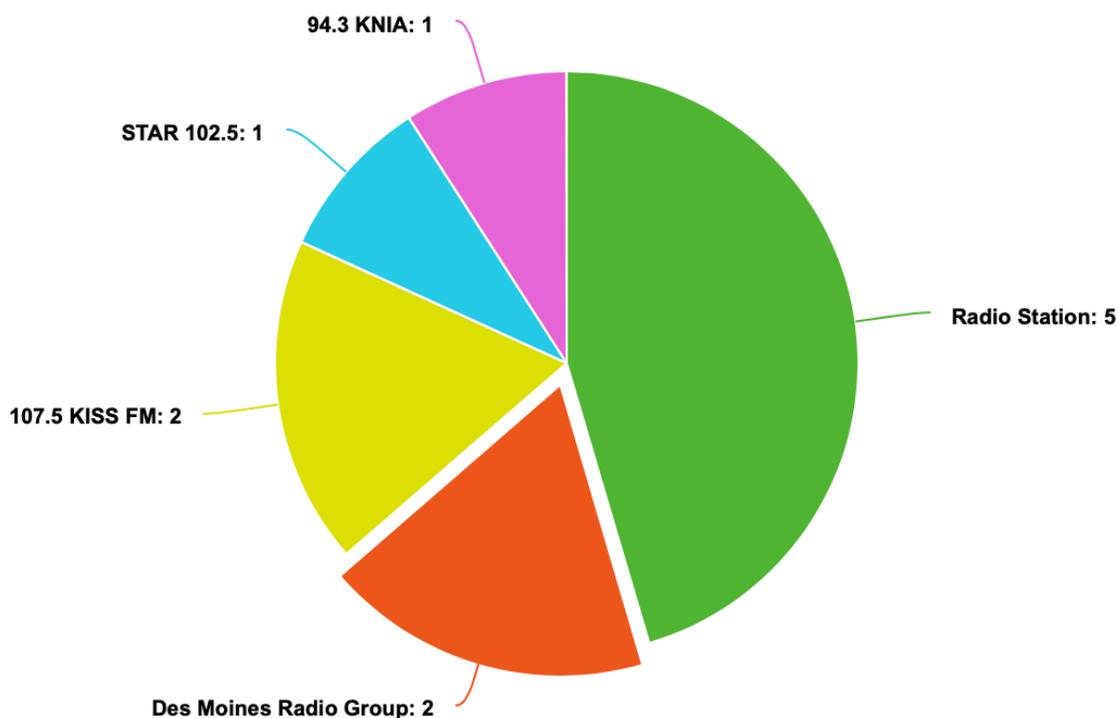
Out of 92 responses, only 13% mentioned radio at all. Prior to conducting this survey, the competitors identified were limited to other radio stations. However-- not only is the DMRG competing with other radio stations, but also with local newspapers and magazines. This is important to keep in mind moving forward to have a more accurate scope of the competition, and potential opportunities to learn from other organizations' successes.

Figure 1 All Responses



meta-chart.com

Figure 2 Breakdown of Responses Related to Radio



Looking only at responses related to radio, and combining the DMRG and its station, STAR, the DSMRG accounts for the second-highest number of responses. The generic response, ‘Radio Station’ was most common, mentioned five times. ‘Des Moines Radio Group’ was mentioned twice, STAR 102.5’ (a Des Moines Radio Group station) was mentioned once, for a total of three responses relating to the Des Moines Radio Group. ‘107.5 KISS FM’ was mentioned in two responses, and KNIA 94.3 was mentioned once. This means only 3.2% of all responses mentioned the Des Moines Radio Group or a Des Moines Radio Group Station.

The findings serve as a baseline to compare progress against. The data also reveals meaningful information about where community members find memorable advertisements, and who our competitors are in terms of advertising. The survey could be repeated from now to see how this

campaign may alter the results, with a goal of seeing a five percentage point increase in the mentioned of the Des Moines Radio Group and its Stations.



Discussion

Some potential options for solutions would be to make a clickable page on your website called “Advertise with us”, to direct potential clients to an informational page. Currently the link is under ‘Our Philosophy’ but I think giving it its own page could be a wise thing to do while trying to grow your client list. Another idea would initiate some kind of referral program. If a current client refers our services to a friend of theirs, we could give them a free 15 second spot, or a discounted spot. Lastly, we could begin a testimonial series. If we had clients that were really happy with their experience advertising, we could devote on-airtime or produce a short video for social media, posing it as a way for the client y to speak directly to their customers and express gratitude. To thank them for their time, we could offer a discount on their next advertising spot. This could be a once-a-month series, and Sales associates could take turns providing a client.

Objectives, Strategies, and Tactics

Missions of Campaign:

Seize opportunities for growth and become a bigger competitor in the advertising industry.

Objective:

Increase brand recognition of the Des Moines Radio Group measured by Instagram followers, with a goal of 400 followers in one year.

Strategy: Strengthen brand awareness, increase coverage (press and social media) of big events and giveaways, illustrate our policy of ‘people first’, lean into our community presence

Tactics:

- Create an Instagram and Facebook account for the Des Moines Radio Group as a brand, link them together.
 - **TBT Campaign:**
 - When calling winners, encourage them to share photos of them at the event they won tickets to, or using their prize to be featured on our Instagram by tagging us on social or emailing them to whoever would manage this campaign.
 - Post them once every two weeks, throwing it back to whatever the event was.
 - **People’s Choice Campaign**
 - Start a series where some of our beloved hosts try out new places from our People’s Choice Magazines and review them—as a blog or on Instagram reel (could also be posted on Tik Tok)
 - Posted once a month, on the second Friday of the month.
 - Would also generate more hype around People’s choice
 - Jeriney could be a good candidate since she is relatively new to the area, but it could also be a rotating thing where hosts from all stations could be featured to put emphasis on the holistic view we are working to stress, to give the image of the Des Moines Radio Group.

- **Start a shop small campaign where hosts share their favorite local businesses**
 - Having this series be hosted by all talent, taking turns, divides responsibility into easily manageable segments, and again gives a more holistic feel for the radio group as an entity.

- Create a brochure with our stations, photos of events, and data visualizations to help give citizens of Des Moines a better idea of who we are and what we do. Have a representative of Des Moines Radio Group attend events in the community to distribute them and pass them out at remote shows.
 - \$30/hour, to be ran like a remote but only with a remote tech.
 - Brochure would include a monetary estimate of what we give away in a year, who it goes to (to emphasize it all goes to Iowans), our fundraisers we do throughout the year, and QR codes that give a way to listen to each of our stations.
 - \$70- \$300 to print 1,000 brochures.

- Write press releases about big prize giveaways and philanthropic events we host and share them with news anchors in the area.
 - Establish a relationship with News Producers at local stations like KCCI and Local 5 News through email and networking.

- Develop a ‘listen on Alexa’ feature (any smart home device)

Objective:

Repeat the initial survey a year from now, by asking citizens of Des Moines where they would advertise if they owned a small business and increase the number of mentions of the Des Moines Radio Group by 5 percentage points.

Strategy: Building mutually beneficial partnerships, strengthen the Des Moines Radio Group’s status as a competitor in the advertising field, marketing ourselves as the most cost-effective option,

Tactics:

- Create a referral program where our current advertising clients would receive some kind of incentive (IE: discount, free spot) if their referral resulted in a new client.

- Testimonial Campaign:

- Create a social media series of testimonials from current clients who are satisfied with their experience. If we aired one of these a month, they could be delegated to a Sales Associate, possibly paired with a Host. It would be relatively easy to execute, and a great way to spread the word about our exceptionally advertising services.
- add a page to the Des Moines Radio Group Website on our navigation panel that reads 'Advertise with Us'
- Reach out to our listeners' favorite local businesses (as determined using data from Christmas in July Survey). Propose a giveaway for a small prize, as simple as a \$20 gift card. They get free promotion, we give listeners yet another reason to tune in to our stations.
 - Could be done in collaboration with the small business social campaign or the People's Choice Campaign
 - The following were mentioned four or more times: Real Deals, Raygun, Palmer's Deli, Tasty Tacos, Posie and Jett's, Zombie Burger, Hiland Park Bakery, and Grazianos.

TIMELINE

ASAP

- Begin encouraging winners to share photos with us of them using their prize or attending the event they won tickets to.
- Create a code of ethics/code of conduct and publish them on our website.
- Share mockup stakeholder letter with sales associates. Have them sign it and send letter to current stakeholders (advertising clients), proposing the referral program and the testimonial series inviting them to participate in each.
- Add a page to the Des Moines Radio Group Website on our navigation panel that reads 'Advertise with Us'
- Send letter to local businesses mentioned most frequently in Christmas in July Survey, letting them know about our 'Shop Small' social media campaign and inviting them to be made a priority by providing us with a small prize to giveaway in conjunction with their feature.
- Print brochures
- Order custom stencils for our QR Codes to spray paint on our property, potentially other locations.
- Make Instagram and Facebook accounts for Des Moines Radio Group

Introductory post

- o Picture of all of our DJ's wearing their respective T-shirts for their stations, with a short intro about who we are and the kind of content we will be posting.

Promote new DRG page on all stations, on their socials, and mention on air.

- o Goal of 5 daily mentions per station, spread throughout the day.

October 5th

First TBT post, with a short description of the photo, and a quote from the winner if possible. Post every other Thursday.

October 10th

Begin Testimonial Campaign, post once a month

October 13th

Begin People's Choice series, post the second Friday of each month.

October 20th

Begin Shop Small Campaign, post 3rd Friday of each month

April 2023

Ideally have at least 400 followers on DRG Instagram / Facebook

October 2023

Have 400 followers on DRG Instagram/ Facebook

BUDGET

Budget Breakdown - \$1000

- \$70 to print 1000 brochures, using uprinting.com
- \$70 for postage and printing of stakeholder letters
- \$90 to have a custom made stencils of our Station QR Code's to Spray Paint to sidewalks.
- \$450 dollars left to pay (\$30 per hour, same as a remote technician) in wages to do ideally 5 events, three hours each, distributing brochures. ‘
- \$300 to be divided among the 12 trips for the shop small series, giving each blogger \$25 to spend.
- \$20 leftover for margin of error.

Issues Management Plan

Developing an issues management plan is a crucial step for any organization when it comes to preparing to deal with crises. Road bumps are inevitable, but certain steps can be taken to ensure the least amount of harm possible. The following are examples of some vulnerabilities the Des Moines Radio Group is at risk for: misconduct of a client, faulty or dangerous merchandise distributed through contest, misconduct of an employee, sexual harassment charges, security breach, natural disaster, station vehicle involved in accident, OSHA violation, technical difficulties, etc. With so many things that can go wrong, it is best to focus on issues with a high impact and a high probability to prevent being overwhelmed.

Potential Issue: Public misconduct of a client

An advertising client of ours is under fire for actions that contradict the Des Moines Radio Group's beliefs. Let's assume a client of ours generated community-wide controversy following some type of misconduct. This type of issue could be as simple as a customer tweeting about a negative experience. It could be as extreme as the client being busted for money laundering. There are a number of variables that affect the severity of the situation and thus the severity of the response required. Not every incident may warrant a response.

Recommendations: Proactive:

In order to prevent this from snowballing out of control, advise Salespeople to discuss our core beliefs at the Radio Group with clients as we sign them. Make clients aware of the potential instances of a situation where we may choose to pull their spot

from the air if we no longer see them fit as a partner. Include a clause that allows for this within their contract. I would also train each salesperson to have a miniature crisis team for issues with their client, and to partake in environmental scanning in order to help plan ahead for crises. The miniature crisis team should include but is not limited to the sales associate, Jenny Bessman, Stephanie Heide, and Leigh McNabb. As soon as the salesperson was aware of the misconduct, they should make their crisis team aware of the issue and work together to determine next steps.

Reactive:

Assuming the situation is severe enough that it warrants for this—pull the advertising spots from the air if possible. If we let them run while the client is in hot water, this could reflect poorly on us. I would advise taking a commiserating and rectifying approach, should the situation go public.

If the misconduct is a public enough scandal, it may be wise to address the situation on social media in a Facebook post. Just to state that we do not condone that kind of behavior and that their actions are in no way reflective of the beliefs at the Des Moines Radio Group. If it's true that we didn't know they were engaging in this kind of activity-- make that known. The necessity of addressing the public will be up to the discretion of the crisis team. If the situation is something as simple as an angry customer on twitter, or a scandal that we may not otherwise be associated with, it may be best not to draw attention to it.

Potential Issue: Faulty or dangerous merchandise distributed through contest

This could be as minor as a complaint on social media: ultimately unfortunate, but harmless. A few examples would be if a margarita machine we gave away was recalled, patio furniture breaking shortly after it was awarded, or a fridge that didn't work. These instances call for a response at the individual level, but unless they attract a lot of attention online, they likely won't call for a public address.

Say for example we giveaway a pair of tickets to a concert and at the event there was a tragic incident at that concert that resulted in the death or injury of one of the contest winners. This would require an address—at the very least acknowledging the loss and expressing condolences. Again, Facebook seems like the best platform because it is best to reach our audience on.*

**See figures 1&2 in references, "Instagram Followers", "Facebook Page Followers"*

Recommendations: Proactive:

Avoid tampering with the product if possible and always award them while they are still in the original packaging. Research the company distributing the product and double check there have been no recalls on it before distributing it, especially if they have been sitting in the prize closet for a long period of time. If there is an appliance or electronic that has been sitting idle in the prize closet, it may be a good idea to check that it is still in working condition before assigning it to a giveaway.

In the instance of the tragic incident at the concert, there would really be no way to prevent something like that.

Reactive:

In the instance of a faulty appliance, make a point to reach out to the winner individually and apologize about the situation. Work to replace the item, if possible. I would advise taking a commiserating and rectifying approach.

If there was injury or, heaven forbid, loss, perhaps send flowers to victim or the family of the victim or donate to an appropriate charity in their honor. Address the situation on social media and express condolences.

Potential Issue: Employee Misconduct

There is a broad variety of ways an employee could violate code of conduct and no one-size-fits-all response. This could mean theft, misuse of infrastructure, substance abuse, sexual harassment, harassment on basis of gender, sexuality, religion, race, etc.

Recommendations Proactive:

One thing I think the Des Moines Radio Group could benefit from the most would be either to create a code of ethics/code of conduct, and to publish them on their website. It is possible there is a code of conduct/code of ethics that exists, but I have never come into contact with it and was unable to find it on our website. Having these codes to share with employees and display around the station could help give people more of a purpose. By writing these codes and incorporating them into day-to-day life, it will give the group

a better sense of identity and a more established brand. All the while, making expectations clear to every member of the team. This could help us meet our objectives for this campaign, while preventing employee misconduct by holding team members accountable. If no one really knows what we stand for, it is difficult to communicate the Des Moines Radio Group as a brand. Siemens Hull found great success in improving company culture using an internal communication campaign. They displayed photos of employees paired with company values as murals on the walls (Green Orbit, *Internal Communications Best Practice*).

Another thing, that the Des Moines Radio Group is already practicing, is an onboarding process where new employees receive training on cyber security and workplace harassment.

Reactive:

Unless the incident is overtly public—it is best to not make a statement to the external publics. If the incident is between two employees and results in the termination of the aggressor, it is not necessary to address this to external publics. This is something to address internally, perhaps through an email to all the employees. Of course, without identifying the victim or releasing too many unnecessary details. Be transparent but minimize harm by only sharing the need-to-know facts.

If the incident was that an employee drove a station vehicle while intoxicated and caused an accident—that would require a public statement. If there are rumors and gossip

circulating within the community, that is a good sign that a statement would be necessary. I would advise taking a commiserating and rectifying approach.

**Please note, I was not able to find any media coverage of previous issues from the Des Moines Radio group or its competitors, iHeart and Cumulous. If there are other issues I may have missed, I would advise adding plans for each of those as you see fit. I would also like to recognize, many of these proactive strategies may already be in place and successful in actively playing a role in the avoidance of potential PR crises because of your foresight and diligence—great work!*

Figure 1 “Instagram Followers” 30 August 2022

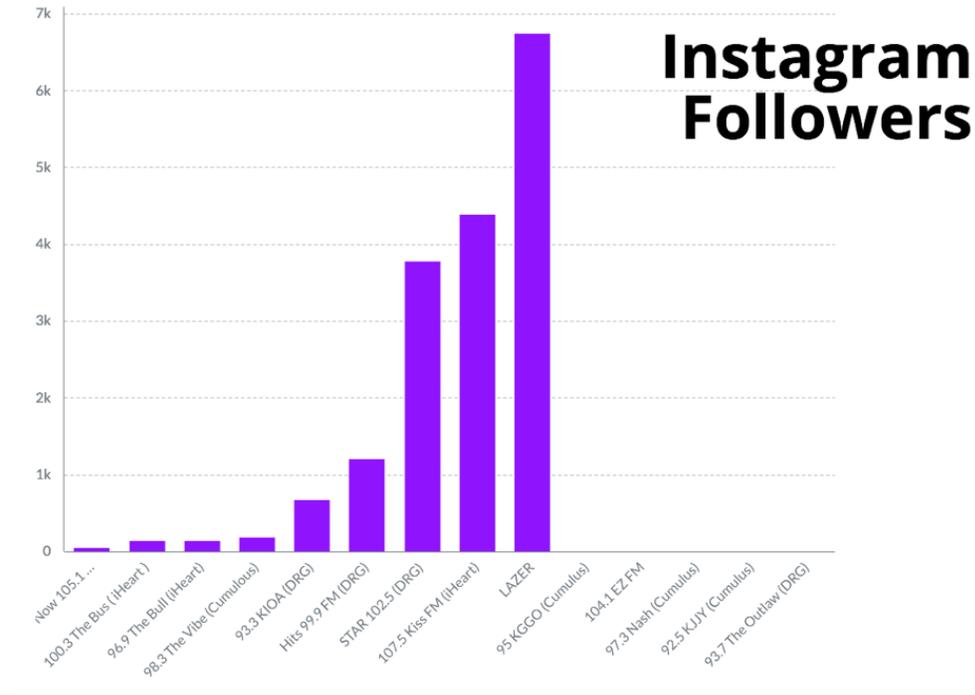
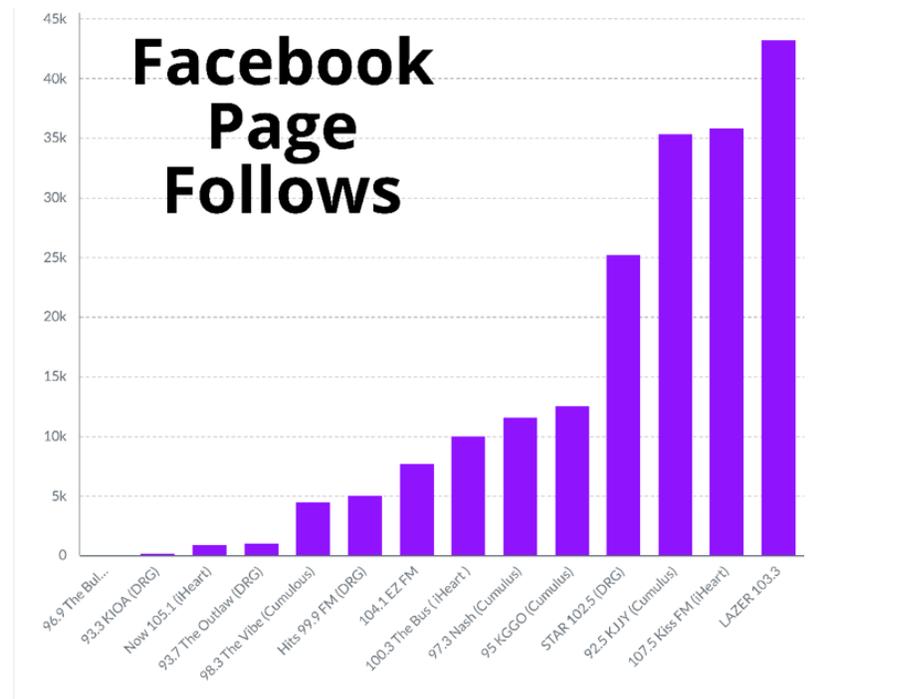


Figure 2 “Facebook Followers” 30 August 2022



OCT2022

SUN MON TUE WED THU FRI SAT

01

02 03 04 05 06 07 08

Begin T&T series

09 10 11 12 13 14 15

People's Choice

Testimonial
campaign

16 17 18 19 20 21 22

T&T Series Post

Shop Small
Campaign

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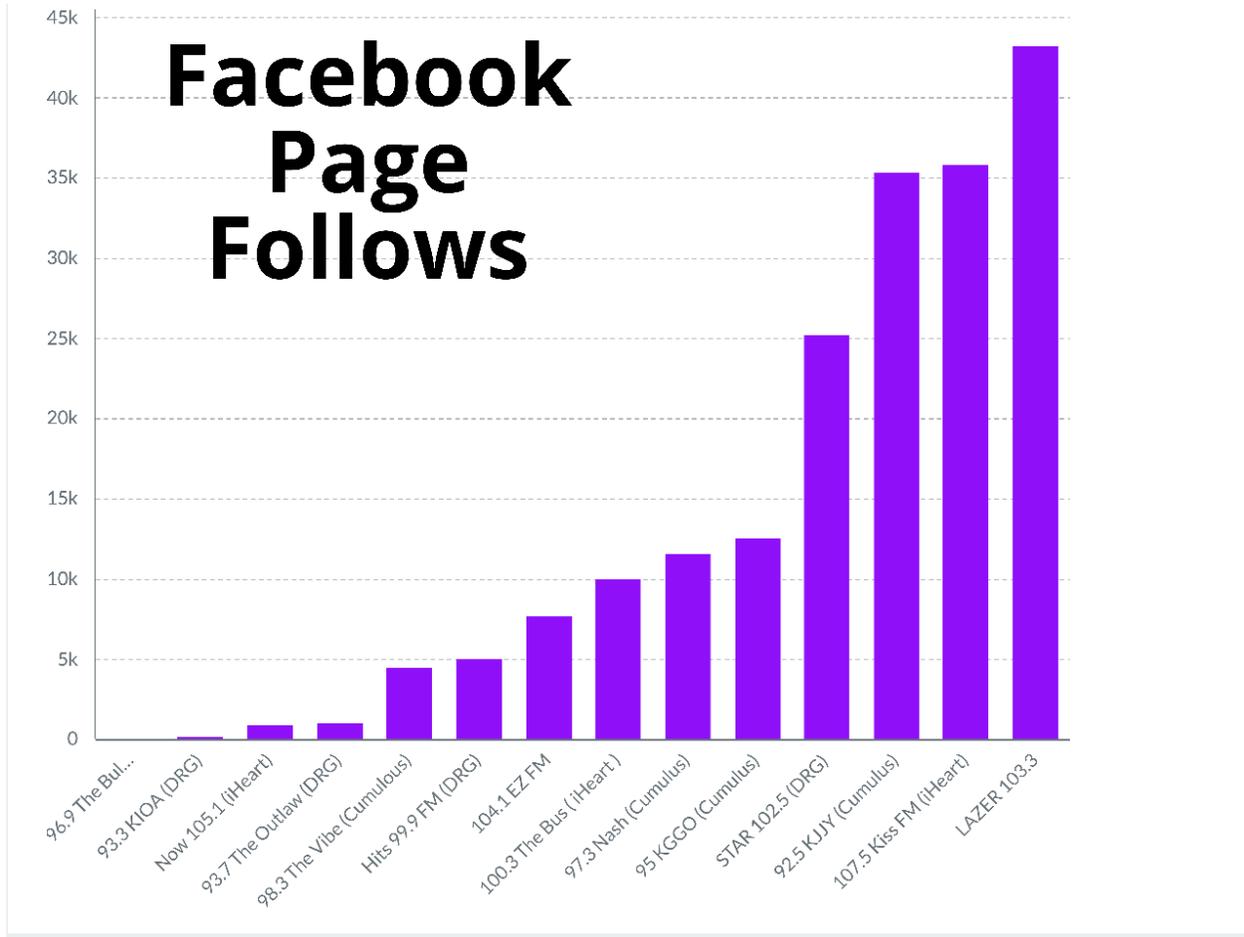
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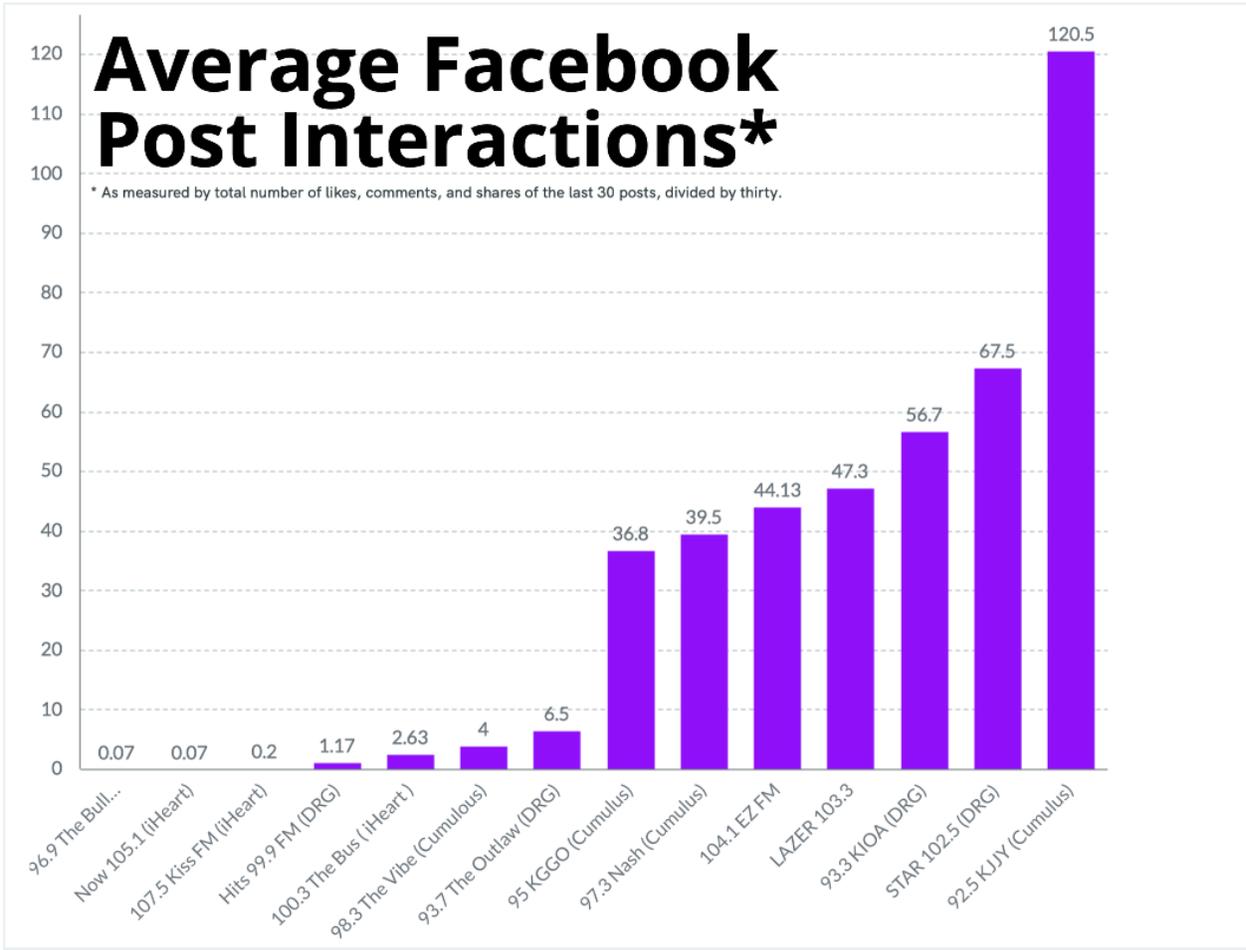
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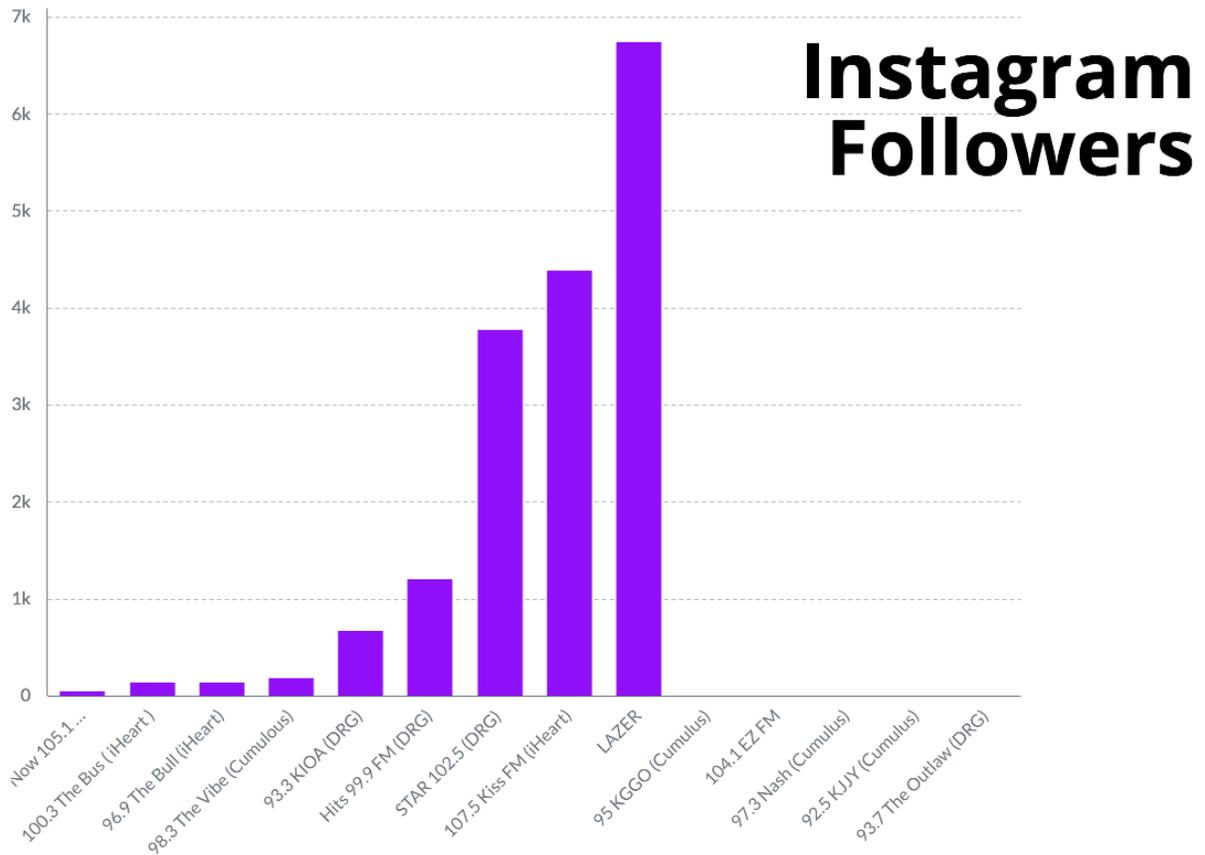
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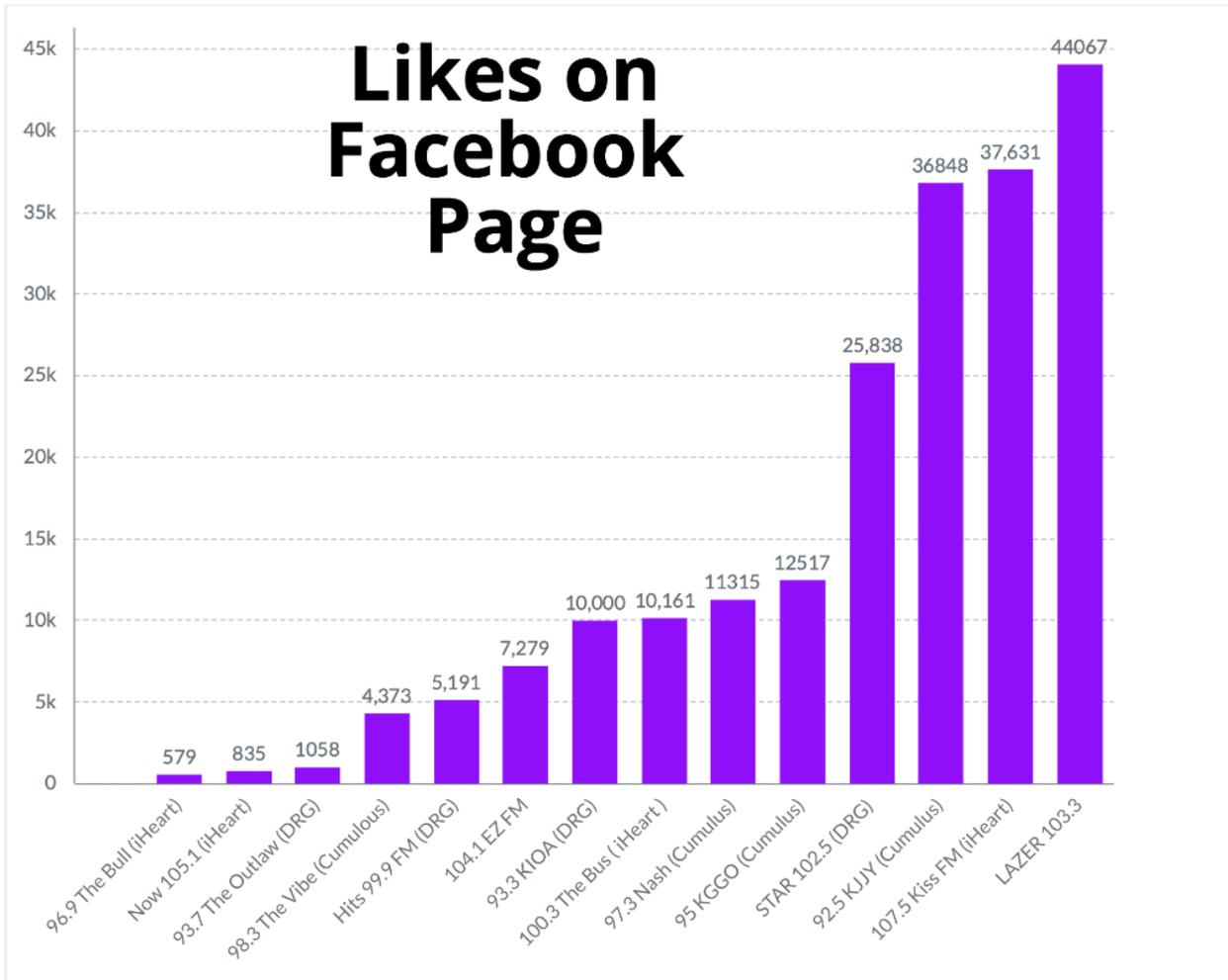
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APPENDIX

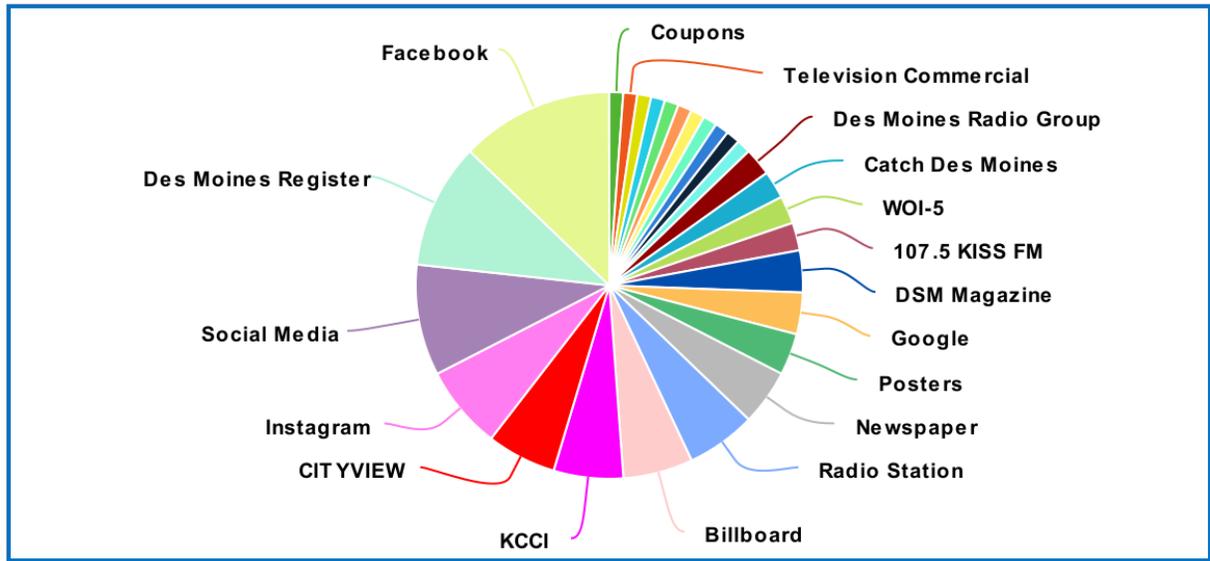








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