

Олимпиада для студентов и выпускников – 2016 г.

Направление «Реклама и связи с общественностью»

Профиль:

«Интегрированные коммуникации»

КОД - 260

Время выполнения задания – 180 мин.

Прочитайте текст, иллюстрирующий конкретный кейс проведения коммуникационной кампании.

Сделайте критический анализ кейса на русском языке, в том числе придерживаясь уточняющих вопросов к кейсу. Помните, что ваша работа должна представлять собой логически-структурированный текст, раскрывающий знание и понимание предмета анализа. Главное - аргументируйте вашу точку зрения.

SUMMARY

Offender electronic monitoring (EM) was first implemented in Chile in 2014.

It consists on a GPS-enabled tag around an individual's ankle and replaces partial or full imprisonment penalties thus reducing prison overcrowding, criminogenic contagion and recidivism. Chicago-based Track Group, a provider of tracking, monitoring and data analytics services with an initial focus on the global offender management market, provides Chile's Gendarmerie both the tags and the monitoring technology while it is also in charge of the backup system.

The prison system operates under the umbrella of the Ministry of Justice. The minister at the time of launching rejected the original aim of applying electronic monitoring (EM) to both partial custody and intensive probation given that IP is typically granted to sexual abuse and domestic violence offenders. The authority feared a crime committed by a tagged offender could inflict huge reputational damages.

Communication Agency's «N...» challenge was to help removing barriers to the system as critical as the threat of early contract termination that emerged during the trial period. Electronic monitoring (EM) was launched, however, but with a limited scope –only night custody while IP could be added after the first year or successful operation.

STRATEGY

The key difficulty EM faced was that it was devised as public policy during an administration preceding the one that had to implement it. Views about EM diverged between the former (positive) and the latter (negatively biased).

Trials began in March 2014, just as the «implementing» administration was inaugurated. Almost simultaneously a bad campaign against Track Group and EM began criticizing the system's technical features –coverage.

Communication Agency's «N...» goal was to improve EM's reputation among the public opinion and to build/strengthen relationships with relevant authorities in order to facilitate the system's launch through:

- Improve knowledge about the system and moderate expectations (EM cannot prevent crimes per se).
- Strengthening Track Group's brand attributes –global firm, expertise, technology.
- Gain support for EM among academics, administration officials, MPs and the judiciary.
- Should crisis happened, Track Group was to be differentiated from the perceived Gendarmerie inability to operate the system.

EXECUTION

Relevant audiences and stakeholders were identified. These included the justice minister and Gendarmerie, prosecutors, public defenders, the Ministry of the Interior (in charge of public safety), relevant congressmen.

Specific key messages were developed to clarify doubts and misconceptions and to provide updates about the adjustments that the system underwent to ensure its adequate operation.

The strategy also involved producing training sessions about EM for both judges and public defenders. The public opinion and members of the press were also targeted. Evidence on similar system operations around the globe was gathered in order to replicate efforts to educate this audience. The goal was educating about the social benefits of non-prison sanctions.

Communication Agency «N...» produced a communications risks matrix together with Track Group and its legal advisors so as to guide the media toward an appropriate interpretation of EM and its implementation in Chile. This matrix was put to work effectively whenever harmful media versions threatened to emerge.

To that effect the firm's local team underwent a series of media training sessions conducted by Communication Agency «N...».

RESULTS

After the program's launch and in the absence of relevant crises, the strategy has gone from successfully improving the system's image and achieving its implementation to facilitating the firm's goal on increasing deployment and paving the way to extending EM's use into IP. The improving conditions have in fact enabled the firm to focus on expanding the number of bracelets in use and think about introducing new products in Chile.

The Chilean experience may prove to be a springboard for the system to the rest of Latin America as several regional delegations have travelled to learn Gendarmerie's positive experience with EM. At the same time, media coverage went from reporting criticism toward EM and the technical issues during the trial periods to its implementation, (positive) effects on offenders' lives, and very infrequent violations of the sanction. The virtual absence of bad press and an appropriate knowledge about the system in most coverage is evident.

Chief among KPIs is the actual decrease of bad press. While in the months following the system's inauguration coverage in TV, broadcast and print reached a peak of 79 pieces in October, 2014 (mostly bad press) to 11 in the following December, out of which only 1 featured a negative story.

Вопросы:

1. Сформулируйте цель, задачи и основную идею коммуникационной кампании. Можно ли ее назвать примером планирования и реализации интегрированных коммуникаций? Обоснуйте свою позицию, приведите примеры, подтверждающие или опровергающие данное утверждение.
2. Можно ли данный кейс отнести к антикризисному PR? Какова специфика подобного вида коммуникаций? Какие, на ваш взгляд, приемы, решения каналы коммуникаций соответствуют целям и задачам антикризисной стратегии? Обоснуйте свою позицию.
3. Какие мероприятия/действия, приведенные в кейсе, представляются Вам обоснованными, а какие спорными либо неполными? Обоснуйте свою позицию. Чем,

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на Ваш взгляд, можно было бы дополнить коммуникационную кампанию? Например, иные каналы коммуникаций, иные креативные решения? Попробуйте смоделировать собственную коммуникационную кампанию.

6. В чем, по Вашему мнению, была наибольшая сложность в решении коммуникационных задач? Какие выводы можно сделать из данного кейса?
7. Приведите примеры подобных проектов/кампаний в России. Каковы их особенности?