



## **MMC6936 (Special topics/PUR4612/Nall) SPRING 2025**

Additional requirements for graduate students taking PUR4612 (Integrated Communications/Nall):

In addition to completing the readings, papers, discussions and course materials for PUR4612 (syllabus attached), MMC6936 (Special Topics, Integrated Communications/Nall), graduate students are required to:

1. In the Fifth Week of the course, graduate students are to develop and present an integrated comms. case study of a Fortune 100, publicly traded company, to be approved in advance by the professor, brand analysis to the class;
2. Lead a class discussion on a review of Dietrich's PESO Model of Integrated Communications, including determining pros/cons for organizations to adopt the model;
3. Write a paper on the rise of shared media in integrated communications programming demonstrating how organizations can improve their customer/client engagement by adopting, developing and utilizing social media platforms and channels to improve stakeholder outreach, citing current success stories (best practices/case studies as examples).

A timeline will be developed with the professor during the first week of the semester to include presentation dates/requirements/due dates.

ATTACHMENT: Syllabus for PUR4612, Integrated Communications, SPRING 2025).



## SYLLABUS – PUR4612, Integrated Communications (☀)

Spring 2025 – Periods 6 - 7

Tuesdays, period 6 (12:50 – 1:40 p.m.) and

Thursdays, periods 6 - 7 (11:45 a.m. – 1:40 p.m.)

Classroom: WEIMER 2050

**Instructor: Professor Mickey G. Nall, M.A.M.C., APR, Fellow PRSA, Professional in Residence, Department of Public Relations**

**Office hours:** Tuesdays, 2 – 3 p.m.; Wednesdays, 1:30 – 2:30 p.m.; Thursdays, 2 – 3 p.m. or by appointment, please email for an appt in office or via ZOOM.

Email (preferred): [mickey.nall@jou.ufl.edu](mailto:mickey.nall@jou.ufl.edu); telephone: (352) 294-1572

*A Canvas blog is activated to post and answer questions/comments related to the class. This allows an open discussion on class matters. The instructor will log in daily, except Saturdays and Sundays.*

*(☀) This syllabus is subject to change as the professor deems appropriate and necessary.*

### **Course Description**

The development of successful integrated communications programs is best described as a cross-functional process. Students learn to integrate communication elements (e.g. public relations, advertising, social media, sales promotion, event marketing, and media relations) to advance an organization's success while building brand equity. Readings, current and historical case studies and exercises help students learn how to develop effective integrated communications approaches and plans.

*Prerequisite: PUR 3000 Principles of Public Relations or ADV 3008 Principles of Advertising with a minimum grade of C.*

## **Method of Instruction**

This learner-centered course will primarily use class discussions, experiential learning projects, presentations, and hands-on instructions to engage in the learning process. We will rarely simply recount what is stated in the readings, but rather use them as a springboard for expanded discussion. We will emphasize *interactivity* and *collaboration* and classes will move in a seminar format much like the collaborations that operate in the professional world. This course is outcomes-based, and you will be evaluated primarily on your ability to transfer the theory and knowledge shared in class into workable solutions. It is essential that you keep up with the reading schedule and come to class with the assigned reading's concepts in your memory and in your written notes. Not all of the materials that you read will be discussed or explained in class, therefore, if you need further explanations or clarifications please take advantage of the posted office hours. If you have a problem, see the professor sooner, not later.

## **Course Objectives:**

As a result of the course, students should be able to:

- Demonstrate an understanding of the purpose of integrated communications and its strategic process.
- Critically evaluate media channels and determine strengths and weaknesses
- Write and formulate fundamental components of a strategic plan, including situation analysis, objectives, and selection of strategies and tactics.
- Develop an awareness of the connection between marketing communications tools, and how each can be used effectively; individually or in an integrated mix.
- Coordinate with multi-disciplinary teams to agree on marketing objectives and strategies.
- Define publics appropriate for specific client organizations and appreciate differences across the marketing mix that affect programming.

## **College of Journalism and Communications Objectives**

As a result of the course, students should be able to:

- Demonstrate an understanding of the purpose of public relations and its strategic process.
- Identify and explain the concepts and theories on which strategic public relations is based.

- Apply the knowledge and experience gained in this course as well as that from course prerequisites to the development of a service-learning project for a client organization, which should become part of students' professional portfolios.
- Write and formulate fundamental components of a public relations strategic plan, including situation analysis, objectives, and selection of strategies and tactics.
- Define publics appropriate for specific client organizations and appreciate differences that affect programming.
- Recognize the importance of primary and secondary research in public relations practice.
- Demonstrate understanding of conceptual foundation and professional skills competency related to strategic management process of the public relations function.
- Demonstrate proficiency in written and oral communications.

The Accrediting Council on Education in Journalism and Mass Communications requires that by graduation all students should be able to:

- apply the principles and laws of freedom of speech and press, in a global context, and for the country in which the institution that invites ACEJMC is located;
- demonstrate an understanding of the multicultural history and role of professionals and institutions in shaping communications;
- demonstrate culturally proficient communication that empowers those traditionally disenfranchised in society, especially as grounded in race, ethnicity, gender, sexual orientation and ability, domestically and globally, across communication and media contexts;
- present images and information effectively and creatively, using appropriate tools and technologies;
- write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
- demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
- apply critical thinking skills in conducting research and evaluating information by methods appropriate to the communications professions in which they work;
- effectively and correctly apply basic numerical and statistical concepts;
- critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
- apply tools and technologies appropriate for the communications professions in which they work"

**Mandatory Assigned Readings** to include readings in branding and promotion; advertising and public relations strategy; ethical and regulatory issues; message formulation and strategies; sales and trade promotions and measurement issues. Please see course schedule for details.

## Online Course Administration — e-Learning in Canvas

<http://lss.at.ufl.edu/> will be used to administer the course communication, materials (e.g., PowerPoint files, additional readings, handouts, assignment guidelines, evaluation forms), and grades. For instance, an electronic file of this document is posted on Canvas. You can access the site by using your GatorLink username and password. Please check the site for announcements and/or threads of comments from classmates, and the professor.

## Course Evaluation

The evaluation of coursework will be based on the student's performance in four major areas, each of which constitutes a proportion of the final grade. These include weekly attendance and active participation, Integrated Group Project – four items, one SWOT analysis, one Integrated Communications Audit, Presentation of Audit, Peer Review; 10 Discussions (weekly for 10 weeks) and a final paper (choose from topics provided by Professor Nall). The area and allocations for each are as follows:

- I. **Active participation: 10% [50 points] – includes a peer review**
- II. **Integrated Communications Project: 50% [250 points total]:**
  - A. **SWOT Analysis: 15% [75 points]**
  - B. **Integrated Communications Audit – Paid/Earned/Shared/Owned: 15% [75 points]**
  - C. **Audit Presentation (provide insights & recommendations): 15% [75 points]**
  - D. **Peer Review: 5% [25 points]**
- III. **Discussions: 10% [100 points] – weekly discussions - 10 discussions from readings @10 points each.**
- IV. **Integrated Communications topic paper 10% [100 points]**

Grading for the course follows current UF grading policies for assigning grade points (see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>).

A 92-100% A- 90-91%  
B+ 88-89%  
B 82-87%  
B- 80-81%  
C+ 78-79%  
C 72-77%  
C- 70-71%  
D+ 68-69%  
D 62-67%  
D- 60-61%  
E below 60%

*Letter grades for this course will be based on the total points earned over the term. For further information about grades and grading policy, please consult:  
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>*

## **There Are No Make-Up Discussions**

If you miss a **discussion** you will receive a grade of zero on that discussion. Documented exceptions for extreme circumstances will be considered and should be discussed with the instructor prior to any missed discussion. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

## **End of Course Evaluations**

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

## **Assignments**

**Active Participation (total 50 points; 50 for attendance/participation)** – Attendance and participation are required for each scheduled class meeting. Class participation, discussion, various presentations and peer evaluation (of the Project). Tardy arrivals are disruptive to the class process. Two tardy arrivals will result in one absence. Points are earned by:

- Attending class,
- Answering questions in class,
- Contributing to and participating in discussions in class,
- Participating in online discussion boards.

## **Integrated Communications Project – TEAM Project - (three items)**

### **1. Brand SWOT Analysis – 15% [75 points]**

Develop a SWOT Analysis for publicly traded brand (approval needed by professor). Produce the audit as a PowerPoint or Canva presentation. This 15-minute oral and visual presentation will summarize an approved brand and your assessment of the strengths, weaknesses, opportunities and threats the organization is facing. Students are encouraged to supplement their presentations with a variety of sources and to emphasize the use of digital communication in their selected cases. Public speaking and visual communication skills will be evaluated.

## **2. Integrated Communications Audit – 15% [75 points]**

Groups will be responsible for detailed audit of Paid, Earned, Shared and Owned media for the brand (client). Detail how each area is performing (based on secondary research).

**Paid media:** Review all advertising, including any/all SEO and digital advertising you can find. Attempt to ascertain where spots/ads are running, how they are presented and what are they trying to convey (can you determine the target audience and the message? Yes, you should be able to make a very well researched assessment).

**Earned media:** Really dig into the external public relations activities undertaken by the brand. Can you ascertain audiences, key messages, positive/negative? You can most certainly understand the brand's perspective, as well as, the earned media performance and is it the result of a proactive or reactive strategy? What key messages were communicated? Did they resonate?

**Owned and Shared media:** Encompasses the brand's website, social media platforms, corporate blogs, etc. Demonstrate you have reviewed these areas, how are they performing, what is working, what is not, etc. Then, based on that review, what are some areas for improvement to the existing platforms and what are new areas the brand should consider.

## **3. SWOT/Audit Presentation – 15% [75 points]**

The presentation of the analysis and audit will last 30 minutes. This presentation includes the analysis of the organization, challenge/opportunity, and target publics, as well as examples of owned, earned, paid media undertaken by the client organization. Your presentation should include your insights based on secondary research sources and ultimately, conclusions as a group as to the success/opportunities those converged media offer to the client moving forward.

## **4. Peer Review – 5% [25 points]**

Peer review by your team members of the Project.

## **5. Discussions: 10% (10 @ 10 points each, 100 points total)**

Over a ten-week timeframe this semester you will participate via CANVAS in a discussion in the form of a question (from the lectures, readings, presentations) from the course up to that discussion. You will be given 24 hours to participate and post your answer.

- 6. Integrated Communications Topic Paper: 10% [100 points].** During the THIRD week of class you will receive a list of topics related to Integrated Communications. Students will pick their topic area for study and develop a final paper. Paper instructions, topics, and a rubric will be provided.

## **Course Professionalism**

The College of Journalism and Communications is a professional school and professional decorum is expected at all times. Therefore, the students, and the professor, adhere to workplace norms for collegial and respectful interaction. Students are expected to arrive on time, not leave early unless prior permission is granted, and wait for the class to end before packing to leave.

Further, students are expected to conduct themselves in an honest, ethical, and courteous manner — with classmates, and the professor. Eating, drinking, and privately chatting in class do not demonstrate professional behavior. Chatting while the instructor, or another student is talking is unacceptable behavior; such actions can result in being asked to leave the classroom and will result in a lowering of your class participation grade.

Mobile phones and other electronic devices must be turned off completely during class; manner mode or vibrate is not considered off. In the event of an emergency situation, notify the professor at the start of class. Laptops may be used only as a note-taking device. Surfing the Internet, checking or creating email, playing games, and other online activities not related to class are strictly prohibited.

## **The Honor Pledge**

The University of Florida Honor Code applies to all work related to this class. All students are expected to be honorable and to observe standards of conduct appropriate to a community of scholars. Students are expected to attend every class, arrive on time, and participate in class discussions. Assigned readings should be completed prior to class, and students should be prepared to discuss the assigned material. Any material discussed in class and/or covered in the assigned readings may be included on examinations. Students will not be allowed to make up exams. Exceptions to this policy will be limited to documented exceptional (as defined by the professor) circumstances and at the discretion of the professor. Students arriving more than 10 minutes late to an exam will not be allowed to take the exam.

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code



(<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor in this class.

## **Students with Challenges**

We are committed to helping students with special challenges overcome difficulties with comprehending the subject matter, while abiding by the standard code of confidentiality. In order to address academic needs, we must be informed of the student's circumstance at the beginning of the semester *before* performance becomes a factor. This is not to imply that standards of fairness will not be generally applied when evaluating student work; only that reasonable and appropriate measures will be taken to ensure that officially recognized challenges do not become a hindrance to a student's ability to succeed in this course.

Students requesting classroom accommodation must first register with the Dean of Students Office (Disability Research Center – 352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter that must be presented to the instructor or teaching assistant when requesting accommodation. Students with challenges should follow this procedure as early as possible in the semester.

## **Campus Resources: Health and Wellness**

### **U Matter, We Care:**

If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or (352) 392- 1575 so that a team member can reach out to the student.

**Counseling and Wellness Center:** <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

**Sexual Assault Recovery Services (SARS)** Student Health Care Center, 392-1161.

**University Police Department**, 392-1111 (or **9-1-1** for emergencies).  
<http://www.police.ufl.edu/>

## **Academic Resources**

E-learning technical support, 352-392-4357 (select option 2) or e-mail to [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu). <https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling.  
<http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

## Other Important Notes

- The professor reserves the right to make changes, if necessary, to the grading system, schedule, or other matters pertaining to the class.
- The professor may also be reached via e-mail and the telephone, but please be aware that the professor will not be able to respond immediately to your communication. As a rule, allow up to 48 hours for a response. Therefore, barring an emergency situation, it is advisable to contact the instructor well in advance of an exam or a deadline in order to give the professor adequate time to respond you.
- Students are not to consume food or beverages in the classroom or to use laptop computers for other than to take class notes or follow PowerPoint presentations. Mobile telephones or other electronic devices are not allowed to use during class.
- Students are not permitted to bring guests to class unless special arrangements have been made with the professor prior to class.
- If you notice yourself having trouble in the course, it is crucial that you see the instructor immediately. Please feel free to approach the instructor about any concerns or comments you might have about this class. I will be happy to meet with you during my office hours, or by appointment.
- You are expected to arrive promptly for class, fully prepared to discuss the assigned readings. While I understand the problems created by a large campus, it is your responsibility to arrive in class in a timely manner.
- **Attendance policy:** Attendance is mandatory. Absences count from the first class meeting. After due warning, I may prohibit further attendance and subsequently assign a lower or failing grade for excessive absences; more than one absence during the summer semester will be considered “excessive absences.” You are responsible for signing the attendance sheet every class period as well as notifying me of the cause of your absence for a class meeting (for further information on attendance policy, please consult: <http://www.registrar.ufl.edu/catalog/policies/regulationattendance.html>).
- Any evidence of plagiarism or cheating will result in an “E” for the course and possible disciplinary action.
- Do not submit the same work to more than one class without prior written permission from both instructors.
- Do not adapt work from another class for this class without my prior written permission. Do not adapt someone else's work and submit it as your own. This course requires original work, created at this time, for this purpose.
- Spelling counts. So, does grammar, punctuation and professional presentation techniques.
- Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All

other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

- A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.
- Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.
- An assignment turned in passed the deadline will be penalized one letter grade for each weekday it is late. This is a business where deadlines count. You can’t make excuses to your boss or a client if your work is late.

**Important Dates (Spring 2025):**

**Holiday, Martin Luther King, Jr. Day, Jan. 20, 2025 – no classes**

**Spring Break, March 17 – 21, 2025 – no classes**

**Classes end, April 23; Reading Days, April 24 - 25, 2024**

**Tentative Course Schedule and Reading**

Date	Class Discussion	Readings	Assignment Due/Notes
Week 1 Jan. 14-16	Course Introduction; Overview of projects	Syllabus and other course materials	Approach to integrated communications

<p>Week 2</p> <p>Jan. 21-23</p>	<p><i>Essential Guide to Marketing in a Digital World.</i> Edition Six, Rob Stokes, et.al. (see links at end of this chart)</p>	<p>Chapters 1 – 2 (Strategy and Content; Understanding Customer Behavior)</p>	<p>Chapters 1 – 2</p>
<p>Week 3</p> <p>Jan. 28-30</p> <p><b>NO IN PERSON CLASS THIS WEEK</b></p>	<p><i>Essential Guide...</i></p> <p>Guidelines for Integrated Communications Project</p>	<p>Chapters 3 – 4 (Data Driven decision making; Market Research)</p>	<p>Chapters 3 – 4</p> <p>Discussion 1 via CANVAS</p> <p><b>NO IN PERSON CLASS THIS WEEK</b></p> <p><i>VIA CANVAS Assign Teams &amp; Presentation order</i></p>
<p>Week 4</p> <p>Feb. 4-6</p>	<p>The PESO Model: Dietrich.</p> <p>Join: SpinSucks.com</p>	<p>Go to/read/review:</p> <p>* The PESO model: <a href="https://goo.gl/fjU1xb">https://goo.gl/fjU1xb</a></p> <p>* PR metrics to track and measure: <a href="https://goo.gl/KgGWjt">https://goo.gl/KgGWjt</a></p> <p>* The hybrid communicator: <a href="https://goo.gl/DnS6N8">https://goo.gl/DnS6N8</a></p>	<p><a href="https://spinsucks.com/">https://spinsucks.com/</a></p> <p>Discussion 2 via CANVAS</p>
<p>Week 5</p> <p>Feb. 6 - 8</p>	<p>SWOT Analysis</p> <p>Individual Topic Paper Assigned – paper due Oct. 26</p>	<p>Readings to be assigned via CANVAS announcement.</p>	<p>Discussion 3 via CANVAS</p>
<p>Week 6</p> <p>Feb. 11-13</p>	<p>Case Study Approach</p>	<p>Readings as assigned via CANVAS announcement; advertising and marketing communications</p>	<p>Discussion 4 via CANVAS</p>

<p>Week 7</p> <p>Feb. 18-20</p>	<p>Team Presentations begin.</p>	<p>Readings as assigned via CANVAS announcement, social and shared media.</p>	<p><b>Teams 1 – 3 present SWOT Analysis</b></p> <p>Discussion 5 via CANVAS</p>
<p>Week 8</p> <p>Feb. 25-27</p>		<p>Readings as assigned via CANVAS announcement, owned media.</p>	<p><b>Teams 4 – 6 present SWOT Analysis</b></p> <p>Discussion 6 via CANVAS</p>
<p>Week 9</p> <p>March 4-6</p>	<p>Essential Guide to Marketing in a Digital World, Edition Six, Rob Stokes, et.al.</p>	<p>Chapters 17 – 18  (Social media strategy; Direct marketing email and mobile)</p>	<p>Discussion 7 via CANVAS</p>
<p>Week 10</p> <p>March 11-13</p> <p><b>Week 11 Spring Break – March 17 – 21 – NO IN PERSON CLASSES</b></p>	<p>Essential Guide...</p>	<p>Chapter 21  (Data Analytics)</p>	<p>Discussion 8 via CANVAS</p> <p><i>Integrated Comms paper due MARCH 27 VIA CANVAS</i></p> <p><b>Week 11 Spring Break – March 17-21</b></p>
<p>Week 12</p> <p>March 25-27</p>	<p>Project meeting – discussions of audits; situational analysis</p> <p>Current Trends – Case Study to be distributed</p>	<p>PR WEEK paper assigned.</p>	<p>Discussion 9 via CANVAS</p> <p><b>Integrated Comms. Paper Due Thursday, March 27</b></p>

Week 13 April 1-3	Current Trends  Case Study	AdWEEK paper assigned.	Discussion 10 via CANVAS  <i>Audits due next week; Teams 1 – 3 to present</i>
Week 14 April 8-10		All Audits due Thursday in class	<b>All Audits Due</b>  <b>TEAMS 1 – 3 present on Thursday, April 10</b>
Week 15 April 15-17	<b>Presentations conclude</b>		<b>TEAMS 4 – 6 present on Thursday, April 17</b>
Week 16 Tuesday, April 22	<b>Class conclusion; peer reviews due</b>		<b>Peer Reviews due Tuesday, April 22</b>

The following links contain resources and where our readings will come from this semester. Note you must utilize the UF VPN in order to reach these documents/materials when off-campus. The links are:

Off-Campus Access: <https://uflib.ufl.edu/using-the-libraries/off-campus-access/>

\*\*Thought you could pass this on to your students who may not be familiar with the VPN per CJC Librarian April Hines.

**WARC** (case studies, practitioner articles, research reports etc.)

<https://www.warc.com/>

#### **PR Week:**

Every person with a ufl.edu email address will be able to register on the PRWeek website and have unlimited access to the following: 24-7 exclusive content, PRWeek's Daily Breakfast Briefing, the Weekly Online Edition, online resources like e-books and podcasts, and virtual and live events. To take full advantage make sure you activate your online subscription here: <https://www.prweek.com/register>

#### **AdWeek:**

You just need to be connected to the VPN before going to <https://www.adweek.com/>

#### **OER from the Open Textbook Library**

eMarketing: The Essential Guide to Marketing in a Digital World

<https://open.umn.edu/opentextbooks/textbooks/emarketing-the-essential-guide-to-marketing-in-a-digital-world>

**Library E-books:**

You can try searching our library catalog and [e-book platforms](#) to locate related e-book content such as:

Chapter 7: Content Creation in Public

Relations <https://ebookcentral.proquest.com/lib/ufl/reader.action?docID=5716894&ppg=104>

Chapter 22: Media

Relations <https://ebookcentral.proquest.com/lib/ufl/reader.action?docID=5716894&ppg=318>

Understanding the Media section that mentions PESO in "Influencer Marketing Strategy: How to Create Successful Influencer Marketing"

<https://ufl.skillport.com/skillportfe/assetNonSSOLaunch.action?courseName= ss chapter:154258-138320110&courseType=7>

Inbound PR: The PR Agency's Manual to Transforming Your Business with Inbound

<https://ufl.skillport.com/skillportfe/main.action?path=summary/BOOKS/142460>

Media Management Framework section (that dives into PESO) in Public Health Communication: Critical Tools and Strategies

<https://ebookcentral.proquest.com/lib/ufl/reader.action?docID=4441453&ppg=742>

Two video case studies that mention paid, earned, shared, and owned media.

<https://ufl.adforum.com/creative-work/ad/player/34521598/malibu-best-summer-ever/malibu>

<https://ufl.adforum.com/creative-work/ad/player/34558660/kitchenaid-pith-by-mini/kitchenaid>