

**PUBLIC RELATIONS**  
**M.A. (Journalism and Mass Communication)**  
**SEMESTER-II, Paper-I**

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## FOREWORD

Since its establishment in 1976, Acharya Nagarjuna University has been forging ahead in the path of progress and dynamism, offering a variety of courses and research contributions. I am extremely happy that by gaining a 'A' Grade from the NAAC in the year 2014, the Acharya Nagarjuna University is offering educational opportunities at the UG, PG levels apart from research degrees to students from over 285 affiliated colleges spread over the two districts of Guntur and Prakasam.

The University has also started the Centre for Distance Education with the aim to bring higher education within reach of all. The centre will be a great help to those who cannot join in colleges, those who cannot afford the exorbitant fees as regular students, and even housewives desirous of pursuing higher studies. With the goal of bringing education in the doorstep of all such people. Acharya Nagarjuna University has started offering B.A, and B,Com courses at the Degree level and M.A,M.Com., L.L.M., courses at the PG level from the academic year 2021-22 on the basis of Semester system.

To facilitate easier understanding by students studying through the distance mode, these self-instruction materials have been prepared by eminent and experienced teachers. The lessons have been drafted with great care and expertise in the stipulated time by these teachers. Constructive ideas and scholarly suggestions are welcome from students and teachers invited respectively. Such ideas will be incorporated for the greater efficacy of this distance mode of education. For clarification of doubts and feedback , weekly classes and contact classes will be arranged at the UG and PG levels respectively.

It is aim that students getting higher education through the Centre for Distance Education should improve their qualification, have better employment opportunities and in turn facilitate the country's progress. It is my fond desire that in the years to come, the Centre for Distance Education will go from strength to strength in the form of new courses and by catering to larger number of people. My congratulations to all the Directors, Coordinators, Editors and Lesson - writers of the Centre who have helped in these endeavours.

**Prof. P.Rajasekhar**  
*Vice –Chancellor, FAC*  
*Acharya Nagarjuna University*

# **PUBLIC RELATIONS**

## **SYLLABUS**

### **Unit 1**

Definitions – nature – scope- Evolution of PR in India– publicity – Public opinion – Propaganda – Advertising – Social and psychological impact of PR – Dynamic role of PR in public affairs

### **Unit 2**

Components of PR – Principles of persuasion – Effective communication – Attitude change – PR for print , electronics and film, oral- Open house, photography -Campaigns , demonstration, exhibitions, trade, press – press conference – special events.

### **Unit3**

PR organisations – Structure – PR policy –planning – Fact finding – Implementation- Feedback analysis – Methods of PR – Press relations – House journals- Periodicals – Advertising as a component of PR – Books and other publications.

### **Unit4**

International PR – PR for central government –State government – Local bodies – PR and extension – Employees relations

### **Unit 5**

Professional organizations of PR PRSI – A brief survey of PR in India – PR research areas – Techniques – Evaluation – Laws and ethical aspects – Recent trends – PR education

### **Suggested reading:**

- 1.Cutlip& Centre(2005) Effective public relations. New Delhi: Pearson.
- 2 Bertrand R .Canfield :Public relations.
- 3 Stephenson: Handbook of public Relations.
- 4.Sam Black: Practical public relations.
- 5.J.H.Kaul: Public relations in India.
- 6.Leslie: Public relations Handbook.
- 7.Finn: Public relations and the management.
- 8.J.E.Marsen: Modern public relations.

**MODEL QUESTION PAPER FORMAT  
M.A DEGREE EXAMIANATIONS, OCTOBER 2021**

Second Semester

Journalism and Mass Communication

Paper-I – PUBLIC RELATIONS

(w.e.f the batches admitted 2017- 2018)

Time : Three hours

Maximum : 70 marks

Answer ONE question from each Unit

All questions carry equal marks

1. (a) Define public relations and explain its scope in Indian context.  
Or  
(b) Discuss the role of public relations in public affairs.
2. (a) Discuss the importance of principle of persuasion in PR.  
Or  
(b) Explain about the components of PR.
3. (a) Examine the structure of PR organization in a corporate company.  
Or  
(b) Explain about the direct communication methods.
4. (a) Explain about the PR set up in central Government.  
Or  
(b) Discuss the importance of PR in local bodies.
5. (a) Write about various professional organizations of PR.  
Or  
(b) Explain about recent trends in PR in India.

# **PUBLIC RELATIONS**

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# **LESSON -1**

## **PUBLIC RELATIONS**

### **AIMS AND OBJECTIVES**

After studying this lesson you will be able

- To understand definitions Of Public Relations
- To understand Nature of Public Relations

### **Structure**

- 1.1 Introduction**
- 1.2 History of public relations**
- 1.3 Definitions Of Public Relations**
- 1.4 PR Activities**
- 1.5 Nature of Public Relations**
- 1.6 Summary**
- 1.7 Self assessment**

### **1.1 INTRODUCTION**

Public relation is about building public relationships and the art of getting things done. Public relations mean different things for different people. Theoreticians consider it a philosophical and moral concept. A public relation practice was organized in the United States in the mid 19<sup>th</sup> century. The term Public Relations was first coined by the US President Thomas Jefferson, where he used the term during his address to Congress in 1807.

Edward Bernays is regarded as the profession's founder. He elaborated the term Public Relations as, "When I came to the United States, I decided that if you could use propaganda for war, you could certainly use it for peace." The word Propaganda was slowly replaced by the term "Public Relations". Basically

- Public relation forms part of an organization's overall external communication strategy. Almost every organization that has a stake in the public arena employs at least a minimum of some level of public relations. In a nutshell, Public Relations are primarily about image.
- Public Relations includes the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics, many of whom are increasingly becoming culturally diverse. It can also be said that the Public Relations, is basically a Communication Activity.
- It deals with maintaining public image for high-profile people, commercial business and organizations, non-profit associations or programs.

The need for a sound Public Relations in any organization is essential as majority of the general public do not form an opinion of their own while deciding on a course of action after

receiving the information, but rely on the opinions expressed by others, especially the 'Experts' or the 'Opinion leaders' in the respective areas.

One of the most important functions of PR, in the early years, was to reach out to the 'opinion leaders', who in turn acted as the 'Spokes persons' for motivating the general public in forming a favourable opinion about the product or service. The media-journalists and analysts were top in the list of opinion leaders then, and it was easy to find them.

## **1.2 HISTORY OF PUBLIC RELATIONS**

Modern public relations were born in USA at the end of the nineteenth century. Rise of the mass media allowed mass-produced publicity and promotion, as well as issue management. It used to be the result of the efforts of the PR professionals to craft the public policy that was needed to support a mass production society. The practice in the USA has been dominated by public relations agencies, such as Hill and Knowlton, Burson-Marsteller, and Porter Novelli, as well as the public relations departments of major corporations. In Europe, public relations as practice have a long history. The period of the enlightenment, as developed in the eighteenth century in France and Germany, strongly influenced the evaluation and practice of public relations in many European countries. After the end of World War II in 1945, not only did public relations have to redefine it.

Under the new conditions of a parliamentary democracy, it also had to dissociate itself from (Nazi) propaganda. The US influence on West German society was widely felt in the development of postwar public relations. Besides new German advertising and public relations agencies, branches of US agencies started to settle in Germany (and in many other European countries), and today research in public relations has been established in several German-speaking universities in Germany, Switzerland, and Austria. Similar distancing occurred among US practitioners, who rejected the connection between propaganda and public relations even though they had initially embraced the connection and cut their professional teeth on propaganda efforts in support of both world wars. L'Etang (2004) placed the beginning of public relations in Britain in the 1920s. Emphasis focused especially on the role of local government, which contributed to public relations ideology and key concepts of professionalism. These articulated a strong public service ethos, laying the foundation of the (now Chartered) Institute of Public Relations, which was established in 1948.

Public relations had developed very rapidly in recent years, partly because management of various commercial and non-commercial organizations has discovered a need for public relation activities. There has also been considerable increase in the means by which public relations messages can be conveyed for example through satellite, cable and internet media as the mass media generally has paradoxically fragmented and globalized simultaneously. It may also be true that the terms 'public relations' and 'public affairs' themselves imply something unduly special, but organization of all kinds have been organized professionally by the Institute of Public Relations (IPR) in Britain and the public relations society of America (PRSA) in the USA. By 2002, the IPR had around 7000 members and the PRSA had around 20000 members.

In essence, Public Relations concern professions working in public message shaping for the functions of communication, community relations, crisis management, customer relations, employee relations, government affairs, industry relations, investor relations, media relations, mediation, publicity, speech-writing and visitor relations.



### 1.3 DEFINITIONS OF PUBLIC RELATIONS

The function of Public Relations has evolved over a period of time, from a mere management function to image building exercise to customer counseling to analyzing future trends of a business to strategic force for achieving business missions. There is not a single definition for Public Relations, as it means different things for different people.

When Public Relations first started back in early 1900s it was defined as “a management function which tabulates public attitudes, defines the policies, procedures and interests of an organization, followed by executing a program of action to earn public understanding and acceptance.”

Encyclopedia of Public Relations says “Public Relations is a set of management, supervisory, and technical functions that foster an organization’s ability to strategically listen to, appreciate, and respond to those persons whose mutually beneficial relationships with the organization are necessary if it is to achieve its missions and values.”

Peer reviews and opinion are more influential than ever before. So, the ‘opinion leader’ scenario still applies. They are just called different names today – influencers or trust agents.

Scot M. Cutlip and Allen H. Center, authors of the book *Effective Public Relations*, defined, “Public relations are the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfactory two-way communication.”

Denny Griswold publisher of ‘Public relations news’ a pioneer newsletter of public relations defines public relations as follows:

“Public relation is the management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, and executes a program of action to earn public understanding and acceptance.”

According to this definition public relation is the function of management. Here management includes all organizations and institutions i.e., both nonprofit organizations and profit making organizations. And it deals with the policies and procedures of an organization with public interest. It not only identifies policies and procedures of an organization but also executes those policies and procedures. And its purpose is to obtain understanding and acceptance of public.

From the business point of view, Public Relations can be defined as “the presentation of an organization and its activities to target audiences with the goal of gaining awareness and understanding, influencing public opinion, generating support, and developing trust and cooperation.”

The first World Assembly of Public Relations Associations. Held in Mexico City in August 1978, defined the practice of public relations as “*the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action, which will serve both the organization and the public interest.*”

The basic purpose of Public Relations and Public Relations Techniques is, more or less, the same in all sectors, viz. Government, Public and Private Concerns and other Institutions. Nevertheless, there are certain aspects of public relations that are peculiar to a given class of organizations.

Public relations involve:

1. Evaluation of public attitudes and opinions.
2. Formulation and implementation of an organization's procedures and policy regarding communication with its publics.
3. Coordination of communications programs.
4. Developing rapport and good-will through a two way communication process.
5. Fostering a positive relationship between an organization and its public constituents.

#### **1.4 PR ACTIVITIES**

PR includes a wide range of activities involving many departments and professionals.

- Corporations use marketing public relations (MPR) as a means of conveying information about the products they manufacture or services they provide to potential customers to support their direct sales efforts.
- Corporations also use public relations as a vehicle to reach legislators and other politicians, seeking favourable tax, regulatory, and other treatment, and they may use public relations to portray themselves as the champions of social and economic growth and as enlightened employers, in support of human-resources recruiting programs.
- Non-profit organizations, including schools and universities, hospitals and human and social service agencies, use public relations in support of awareness programs, fund-raising programs, staff recruiting and to increase patronage of their services.
- Politicians use public relations to attract votes and raise money, and, when successful at the ballot box, to promote and defend their service in office, with an eye to the next election or at career's end, to their legacy.

#### **1.5 NATURE OF PUBLIC RELATIONS**

The nature of public relations function is very interesting. In simple terms, the role of Public Relations is an attempt, to seek support for some activity, cause, movement, institution, product, or service through information, persuasion, adjustment, and contacts. The Public Relations plays many roles and manifests in many functions in the creation of the image for a product or service.

Public relations works on the following lines:

1. To define the social objectives of the client or to help him define it
2. To find out what maladjustments there are between these objectives and the various elements in our society on which his client is dependent. These maladjustments may be distortions in the mind of the public that are due to misinformation, ignorance or apathy or they may be distortions that are due to unsound actions on the part of the client.
3. Helps the client in framing the policies and actions more acceptable to the stakeholders and the society.
4. Suggests ways and means to the client by which his policies, actions, products or services could be made more saleable to the public.

5. Public Relations are the art and science of developing reciprocal understanding and goodwill. It establishes a bond of relationship and contacts between two groups of public.
6. It is impossible for anyone to provide a magic formula for figuring out what form and nature of PR, an organization will need. There are many approaches, but the time constraints and budget limitation will prevent the organization or the PR person from pursuing all the avenues at the same time. It would be sensible to decide about specific jobs which are relevant to particular PR programs for an organization.
7. In any kind of human activity, be it in industry, commerce, education, health, local government or social service, one need to understand and use public relations and communication. Public relations involve two-way communication between an organization and its public. It requires listening to the constituencies so that the administration can undertake an effective public relations campaign.
8. Public relations should be seen as a management function in any organization. An effective communication, or public relations, plan for an organization is developed to communicate to an audience (whether internal or external publics) in such a way the message coincides with organizational goals and seeks to benefit mutual interests whenever possible.
9. Public Relations is often compared to plastic surgery, to beautify the image of the organization. It promotes rapport and goodwill of a person, firm or institution, or other persons especially with the public or the community at large through the distribution of material.
10. Public Relations seek to influence, solicit or mobilize support for an idea, a cause, a problem, an institution, or an individual through communication and persuasion. It is a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization or an individual or a group or a community can also be achieved through effective Public Relations.
11. Public Relations help to develop and encourage attitudes and behavior to nurture the delicate plant of mutual understanding. It helps to build sound and productive relations with the organization's customers or public.
12. The function of Public Relations is a sincere effort to bring about harmonious adjustment of an organization and the community through dissemination of information, ideas about the organization to its policies, both external and internal, and also providing a feedback from the public's to the management.
13. Public Relations do the function of counseling management in dealing with public opinion and to plan and execute communication programs to gain public understanding and acceptance of the information.
14. Public Relations evaluates public attitude, identifies the policies of an organization with public interest, and executes programs for the community.

In addition, public relations had developed very rapidly in recent years, partly because management of various commercial and non-commercial organizations has discovered a need for public relation activities. There has also been considerable increase in the means by which public relations messages can be conveyed for example through satellite, cable and internet media as the mass media generally has paradoxically fragmented and globalized simultaneously. It may also be true that the terms 'public relations' and 'public affairs' themselves imply something unduly special, but organization of all kinds have been

organized professionally by the Institute of Public Relations (IPR) in Britain and the public relations society of America (PRSA) in the USA. By 2002, the IPR had around 7000 members and the PRSA had around 20000 members.

In essence, Public Relations concern professions working in public message shaping for the functions of communication, community relations, crisis management, customer relations, employee relations, government affairs, industry relations, investor relations, media relations, mediation, publicity, speech-writing and visitor relations.

## **1.6 SUMMARY**

Public Relations are a phenomenon and a necessity of the times. Good public relations are the key to success of an organization in the present age. The word public relations is so often used and it is basically the relations with the public. In Public relations Public means a group of similar individuals; an assortment of persons having the same interests, problems, circumstances, goals; it is from such persons that opinion emanates. Public has a multitude of wants and desires; it has its likes and dislikes, sometimes, strong likes and strong dislikes. Students make for a public and so are employees another public. The government is a public and commoners constitute another public. To attract a different audience a bunch of its own tools and techniques shall be used. With regard to relations human being wants to create the need to establish relations with one another. To understand any relationship, one must understand the wants of those involved. Put together Public Relations are the deliberate, planned and sustain effort to establish and maintain mutual understanding between organization and their public.

## **1.7 SELF ASSESSMENT QUESTIONS**

1. Define public and explain with suitable examples.
2. Write about the interconnectivity of public and relations.
3. How significant is the concept of PR in the current society? Elucidate

## **1.8 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Cutlip and Center : Effective Public Relations
4. Lesley : Hand Book of Public Relations
5. Mehta D.S. : Hand Book of Public Relations

# **LESSON - 2**

## **NEED AND SCOPE OF PUBLIC RELATIONS**

### **AIMS AND OBJECTIVES**

On completion of this lesson you should be able to understand:

- Need of public relations
- Functions of Public relations
- The scope of public relations

### **Structure**

#### **2.1 Introduction**

#### **2.2 Need of Public Relations**

- 2.2.1 The Communication Gap
- 2.2.2 Population Growth
- 2.2.3 Social Responsibility
- 2.2.4 Big Government
- 2.2.5 Growth of Communication/Media
- 2.2.6 New Standards of Ethics
- 2.2.7 Consumerism
- 2.2.8 Education in Public Relations

#### **2.3 Functions of Public Relations**

#### **2.4 The Scope of Public Relations**

#### **2.5 PR and management function**

#### **2.6 Essential elements of public relations**

#### **2.7 Summary**

#### **2.8 Self Assessment Questions**

#### **2.9 Suggested Readings**

### **2.1 INTRODUCTION**

Modern socio, economic and political trends have been continuously throwing challenges to the human kind resulting in sharp cultural changes and conflicts among various communities. Though public relations have been contributing to solve these problems depending upon the situation a continuous changeover is expected from time to time. But before venturing into the applied aspects one has to understand the basic elements, needs and scope of the field of public relations.

### **2.2 NEED OF PUBLIC RELATIONS**

Across the world many factors lead to the increase in the need of public relations.

They are:

**2.2.1 The Communication Gap:** The need for communication between organizations and their publics is beginning to be recognized and is accepted by the fact that public relations occupy a dominant role in the economy today.

**2.2.2 Population Growth:** A significant factor contributing to the development of public relations has been the increase in population and the resulting expansion of all types of business, social and political organizations.

**2.2.3 Social Responsibility:** Public relations have grown in importance as corporations recognize that they have a social responsibility to serve the public. Public services of corporation include financial contributions to community, social welfare, health and youth organizations have participation by employees in local governments and education and sponsorship of cultural education.

**2.2.4 Government:** Increasing government control of business, rising taxes, legislation adversely affecting business, legislative investigations of business and critics of business by politicians have all contributed to the expansion of public relations into the field of public affairs and relations with local, state, and national governments.

**2.2.5 Growth of Communication/Media:** Developments in communication and media made the rapid wide spread transmission of information possible. It has become easy to target large number of audience simultaneously.

**2.2.6 New Standards of Ethics:** Higher moral standards and ethical conduct in business have contributed to the development of public relations managements. The standards are: must speak truthfully, act fairly and deal honorably with the public in order to enjoy good public relations.

**2.2.7 Consumerism:** Increasing emphasis on consumer service has caused many companies seeking the good will and support of consumers to respond by the employment of consumer affairs activities. Consumer activist having served as pressure groups on business are frequently cited as an entering wedge for social reforms.

**2.2.8 Education in Public Relations:** The growing emphasis on public relations education is an important measure responsible for the increasing prestige of the field.

### 2.3 FUNCTIONS OF PUBLIC RELATIONS

One of the most important functions of PR, in the early years, was to reach out to the 'opinion leaders', who in turn acted as the 'spokes person' for motivating the general public in forming a favourable opinion about the product or service. The media-journalists and analysts were top in the list of opinion leaders then, and it was easy to find them.

In addition, public relations had developed very rapidly in recent years, partly because management of various commercial and non-commercial organizations has discovered a need for public relation activities. There has also been considerable increase in the means by which public relations messages can be conveyed for example through satellite, cable and internet media as the mass media generally has paradoxically fragmented and globalized simultaneously. With help of Public Relations the functions of communication, community relations, crisis management, customer relations, employee relations, government affairs, industry relations, investor relations, media relations, mediation, publicity, speech-writing and visitor relations are successfully maintained by individuals as well as organizations. The function of Public Relations has evolved over a period of time, from management function to image building exercise to customer counseling to analyzing future trends of a business to strategic force for achieving business missions.

**Public relations involve**

1. Evaluation of public attitudes and opinions.
2. Formulation and implementation of an organization's procedures and policy regarding communication with its publics.
3. Coordination of communication programs.
4. Developing rapport and good-will through a two way communication process.
5. Fostering a positive relationship between an organization and its public constituents.

**2.4 THE SCOPE OF PUBLIC RELATIONS**

The democratization of the world, especially in the latter half of the twentieth century, went hand in hand with an enormous growth of public relations all over the world, as well as the necessity of viewing public relations on a global scale. The rapid expansion of new communication technologies such as satellite television and the internet have increased the dissemination of information about products, services, and lifestyles around much of the world. Coupled with the freedom that accompanies democratization, the result has been a significant increase in the global demand for products and services, as well as of global suppliers who can meet this demand. As a result, countries in Africa, Asia, the Middle-East, Eastern Europe, and Latin America have already become, or will soon become, major centers of manufacturing as well as consumption, requiring the organizations of these countries to trade and communicate with global audience. The formation of multinational trading blocks has also contributed to shrinking the global market, thereby increasing organizational activities among and between trading blocks. These factors, have contributed to a significant spurt in global communication, placing public relations practitioners at the forefront of managing the relationships among people of varied nations and cultures on behalf of organizations of all types.

- The Public Relations make an attempt, to seek support for some activity, cause, movement, institution, product, or service through information, persuasion, adjustment, and contacts. The Public Relations play many roles and manifests in many functions in the creation of the image for a product or service.
- PR helps or compels pluralistic society to reach decisions and functions more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony.
- PR serves a wide variety of institutions in scarcity such as business, trade unions, government agencies, voluntary associations, foundations, hospitals and educational and religious institutions. To achieve their goals these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, share holders other institutions and with society at large. The managements of institutions need to understand the attitudes and values of their public in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioner acts as a counsellorship management and as a mediator, who helps to translate private aims into reasonable publicly acceptable policy and action.

**2.5 PR AND MANAGEMENT FUNCTION**

As a management function PR encompasses the following:

- Anticipating, analyzing and interpreting public opinion, attitudes and issues which might impact for good or ill, the operations and plans of the organization.

- Counseling managements at all levels in the organization with regard to policy decisions, courses of action and communication, taking into account their public ramifications and the organizations social or citizenship responsibilities.
- communication to achieve informed public understanding necessary to the success of an organization's aims. These may include marketing, financial fund raising, employees, community or governments relations and other programs.
- Planning and implementing the organization's efforts to influence or change public policy.
- Setting objectives, planning, budgeting, recruiting and training staff, developing facilities in short managing the resources needed to perform all of the above.

Public relations help managements in understanding the changing needs and expectations of its publics and design polices accordingly. It helps in resolving conflicts between its various publics such as employer, employee, consumer, manufacturer, management, shareholders, citizens, government and so on that result to misconception and misunderstandings. This is where PR comes to the rescue of the managements and eases out the tension and restore normalcy. In the liberal market economy, the information gaps need to be filled quickly. PR departments collect, provide relevant information on planning, technical and organizational developments, inventions and their potential utilization, etc.

The services of public relation professionals are utilized by many nonprofit organizations, government departments, trusts, hospitals, educational institutions and other NGOs. Individuals such as entrepreneurs, teachers, political leaders, social workers, religions, leaders are all involved in public relations day in and day out.

In understanding the concept of public relations, one has to be cautious about the following facts:

1. It is not a barrier between the truth and the public.
2. It is not propaganda to impose a point of view regardless of the truth, ethics and the public good.
3. It is not publicity aimed to achieve sales; although public relations activities greatly help sales and marketing efforts.
4. It has nothing to do with stunts or gimmick to dramatically draw the public attention. These gimmicks may work occasionally but cannot be used as a matter of practice.
5. It can't be termed as unpaid advertising.
6. Although media management is very important part of most public relation programs, it is not merely press-relations.

## 2.6 ESSENTIAL ELEMENTS OF PUBLIC RELATIONS

Essential elements of public relations are

1. Organization and its public
2. Two-way communication
3. Policy decisions
4. Social responsibility

**Organization and its public.** First element of public relations is organization and its public. Traditionally in public relations usage public are two types- external and internal. External public have some relationship with the organization and they can influence the functioning of an organization to a great extent like its customers, suppliers, retailers, government officials, media, investors, bankers etc. internal public have direct relationship with the organization



and they share the institutional identity like its management, stock holders, employees, dealers sales representatives and other marketing personnel.

The organization covers all types of firms management institution both profitable and charitable. The nature of an organization usually dictates its public. Organizations of similar nature with similar purposes and goals have similar public. For example readers and advertisers are common public for newspaper organizations. Organizations with unique nature have its own public different from other organization. For example even though women's college is an educational institution its public is only women students not men students.

***Two-way communication.*** Another important element of public relations is two-way communication. Through communication to its public management can make policies. And again only through communication it can reveal, explain and promote its policies. Only through this communication it can obtain understanding and acceptance of its public. It should not be assumed that the public understand and approves the policies of an organization nor it should be assumed that the organization completely understands the public to understand each other two way communication between an organization and its public is essential. That communication should be straightforward inter-change of ideas and concepts based on full truth and information.

***Policy decisions.*** Every organization has policies that define a course of action to be followed. The main responsibility of management is the creation of these policies. Policy decisions should reflect the public interest of an organization. And these policy decisions must be expressed in appropriate action. Not just stating the policies but executing those policies is the most important responsibility of all members of the organization who have contacts with the public. The function of the public relations department is to help the management with the execution of these policies and to develop good relations with its publics.

***Social responsibility.*** The last but not least essential element of public relations is its social responsibility. Though many organizations primary aim is to gain profit they cannot ignore their social responsibility i.e., their responsibility towards their publics and public in general too. Organizations must serve the primary needs of people dependent upon it for employment, wages, income, good and services, and social or spiritual satisfactions. This principle of public service is the foundation of the modern concept of public relations. A business that succeeds in satisfying the needs and interests of its publics enjoys the understanding and goodwill of the public's which is the primary objective of public relations.

## **2.7 SUMMARY**

Explosion of population across the globe, the communication gap, formation of big and alliance governments, challenges to ethics, morals, and values, growing consumerism, rapid modernization of technology and communication have encouraged public relations. PR education is slowly becoming a professional course itself and it has become a subject of academic interest and research area in many countries. Public relations help in promoting good image, help in resolving conflicts between its various publics and can clear misconception and misunderstanding also. In the present free market economies the information gaps need to be filled quickly with the help of tools such as PR.

**2.8 SELF ASSESSMENT QUESTIONS**

1. Elaborate the scope of public relations.
2. Explain role of public relations with suitable examples.
3. What are the needs of public relations?
4. What are the functions of public relations?

**2.9 SUGGESTED READINGS**

1. Cutlip and Center : Effective Public Relations
2. Lesley : Hand Book of Public Relations
3. Mehta D.S. : Hand Book of Public Relations
4. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, Surjeet Publications, Delhi.

# **LESSON- 3**

## **BASIC ELEMENTS AND MODELS OF PUBLIC RELATIONS**

### **AIMS AND OBJECTIVES**

After studying this lesson you will be able

- To Understand Basic Concepts Of Public Relations
- To Understand Models Of Public Relations

### **Structure**

#### **3.1 Introduction**

#### **3.2 Basic concepts of Public Relations**

- 3.2.1 Social Philosophy of Management
- 3.2.2 PR and Policy Decisions
- 3.2.3 Sound Policies
- 3.2.4 PR is Communication

#### **3.3 Models of Public Relations**

- 3.3.1 System Theory
- 3.3.2 Grunig and Hunt's Four Models
- 3.3.3 Press Agency/Publicity Model
- 3.3.4 Public Information Model
- 3.3.5 Two-Way asymmetric PR
- 3.3.6 Two-Way Symmetric PR

#### **3.4 Evolution of Public Relations in India**

#### **3.5 Growth of public relation agencies**

#### **3.6 Summary**

#### **3.7 Self Assessment Questions**

#### **3.8 Suggested Readings**

### **3.1 INTRODUCTION**

It has been accepted today by progressive members of business, professional, educational and social welfare institutions who recognize that the understanding and good will of people are essential to their existence.

### **3.2 BASIC CONCEPTS OF PUBLIC RELATIONS**

Public relations is composed of four basic concepts i.e. first it is a social management philosophy, second it is an expression of this philosophy in policy decision, third it is action resulting from these policies and fourth it is two way communication towards the creation of these policies and then explains, reveals, defends or promotes them to the public so as to secure mutual understanding and good will.

**3.2.1 Social Philosophy of Management:** The first basic element of sound public relations program is a social philosophy of management that places the interest of people first in all

matters pertaining to the conduct of the organization. It assumes that the right of an organization to operate is conferred by the public and that this privilege may be withdrawn. In the case of a business organization the concept is based on the premise that the primary objective of the company is not to benefit only share holders but also consumers, suppliers, dealers, community neighbors and employees.

**3.2.2 PR and Policy Decisions:** The second basic element of public relations is the expression of a social philosophy in policy decisions. On every occasion the primary responsibility of management and policy decisions have policies that define a course of action to be followed in the conduct of the enterprise. The creation of these policies which cover a range of functions is a primary responsibility of management. Policy decisions should reflect the public interest of the organization. The public relations policy decisions of an organization are among its most important. The general public relations objectives of an organization should be described in a concise statement that reflects the philosophy of that organization toward the general public.

**3.2.3 Sound Policies:** The third basic element of public relations is the action resulting from the administration of policies that reflect the social philosophy of management. Even though policy statements express the intent of management to serve the public interest is not sufficient. To be meaningful, policies must be expressed in appropriate action. Good public relations cannot be achieved by the delegation of action to a public relations manager and a staff of specialists.

**3.2.4 PR is Communication:** The fourth basic element of public relations is two way communications. Through careful listening to its publics and sensitive interpretation of the signals it receives, management can detect any likely breakdown in communication, can evaluate and consider the possibility of altering the nature, approach or emphasis of any facet of its policy.

### 3.3 MODELS OF PUBLIC RELATIONS

The role of public relations differs from sector to sector and also from organization to organization. For stable sectors, sustained, pre-planned PR campaigns are essential. For the case of fast moving sectors, reactive as well as proactive programs are required. If the size of the organization is small, the PR department will be multifunctional or the PR department is within other departments, and may be part of management.

**3.3.1 System Theory:** System theory summarizes the structure and operation of an organization, and how it interacts with its environment, breaking the organization itself into subsystems impacting on each other and the organizations environment. In this theory, PR is given a potentiality, far broader role than its frequent rival marketing, described as being 'Boundary Spanning'. The PR professional works on the edges of the organization facilitating communication between the internal subsystems and between the organization and its external audiences. Understanding these elements is vital to strategic planning, and involves the PR department in that process, evidence of high status within the organization. Systems theory frequently places PR within the management subsystem. System theory can offer further guidance on the potential importance of the PR department by differentiating closed and open systems. An organization described as a closed system resists change, reacting only when it must. Because it ignores the environment, it usually has a limited life span.

**3.3.2 Grunig and Hunt's Four Models:** James Grunig and Todd Hunt (1984) suggested a useful way of looking at PR history, by using four categories of communication relationship with publics, placed in a historical context. Grunig and Hunt used examples from US history.

**3.3.3 Press Agency/Publicity Model:** This is probably the kind of activity that most people associate with public relations. A press agent or publicist aims to secure coverage for a client, and truth is not an absolute requirement. This type of PR is most common in show business celebrity PR where individuals are promoted through media coverage. Grunig and Hunt point out those practitioners in these organisations concern themselves most with getting attention in the media for their clients. Understanding is not necessary for this kind of PR, which is likely to measure success in column inches or airtime. Press agents are the figures at the centre of any 'hype', and have also been derogatively called 'flacks' by journalists.

**3.3.4 Public Information Model:** This kind of communication provides information to people - where accuracy is now important, indeed essential. This model does not seek to persuade the audience or change attitudes. Its role is similar to that of an in-house which releases relevant information to those who need it. This practitioner may not know much about the audience, and tends to rely on one-way communication, from sender to receiver.

**3.3.5 Two-Way asymmetric PR:** This model introduces the idea of feedback or two-way communication. However, it is asymmetric or imbalanced because the intended change is in the audience's attitudes or behaviour rather than in the organisation's practices. It is also described as persuasive communication and can be demonstrated in health campaigns, for example.

**3.3.6 Two-Way Symmetric PR:** This model is sometimes described as the 'ideal' of public relations. It describes a level of equality of communication not often found in real life, where each party is willing to alter their behaviour to accommodate the needs of the other. While the other models are characterized by monologue-type communication, the symmetric model involves ideas of dialogue. Communication in this model is fully reciprocal and power relationships are balanced. The terms 'sender' and 'receiver' are not applicable in such a communication process, where the goal is mutual understanding. In both two way models the public relations practitioner can act as a negotiator between the interests of the organization and the interests of the particular public - what Grunig calls 'boundary spanning'. As mentioned earlier, L'Etang has found a number of similarities between public relations and diplomacy, which are also relevant here.

### 3.4 EVOLUTION OF PUBLIC RELATIONS IN INDIA

In ancient India there were people who reported to kings about the views and opinions of public. Not only that sometimes kings themselves went around to know what the people felt about their administration. And there were professionals who sing the glory of the kings. This was all nothing but public relations i.e. obtaining public opinion and informing the public about the administration. In modern times, the first venture in public relations was the publicity conducted in London in 1920 by the great Indian peninsular railway to promote travel in India. The British government in India set up the central bureau of public information in 1923. And it was renamed as the public information bureau (PIB) after independence. The house of Tata's started their public relations department as early as 1945. During the years of World War II the British government used print, film, and media to win India's support for its policies. After independence in 1947 the government of India set up a

separate ministry. Ministry of information and broadcasting is employing professionals to take care of public relations. There are specialized units in the ministry to handle public relations these are called media units. All India radio, Doordarshan, films division, press information bureau, Indian institute of mass communication, national film development corporation etc. are some of those media units. The ministry of external affairs has a separate unit to handle media and publicity separately with official spokesperson.

### **3.5 GROWTH OF PUBLIC RELATION AGENCIES**

By early 1990s, after the opening up of the Indian economy, several PR agencies, notably Perfect Relations, Text 100 and Genesis started with a core focus on PR alone. This decade also saw the advent of Indian IPO agencies offshoots like Ad factors PR began to offer PR services as a freebee along with their IPO services. PR agencies in India grew at great pace in 2000s. Significant in this time was the full buyout of Genesis by Burson Marsteller, and the investment in Hanmer & Partners by MS&L, a Publicist company. The new century saw new agencies being born with a new approach to PR. The public relations industry in India has now been overtaken by international agencies forcing the Indian agencies to tie up with them or even sell out to them. Public relations used to be one of the activities of advertising agencies until the 1990's.

### **3.6 SUMMARY**

Today PR is a highly specialized management and marketing function which is dedicated to build the reputation and public image of commercial, political and cultural organizations. Reputation Management, image management, and crisis management have become the primary functions of public relations in this new age. Healthcare PR, Food service PR, Technology PR, Public affairs PR, Labour Relations, etc., became the specialties of public relation profession.

### **3.7 SELF ASSESSMENT QUESTIONS**

1. Write about the Social Philosophy of Management.
2. Discuss the relation between PR and Communication.
3. Elaborate various models of Public Relations.
4. Differentiate between Two-Way asymmetric PR and Two-Way Symmetric PR.

### **3.8 SUGGESTED READING**

1. Cutlip and Center : Effective Public Relations
2. Lesley : Hand Book of Public Relations
3. Mehta D.S. : Hand Book of Public Relations
4. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, Surjeet Publications, Delhi.

# **LESSON -4**

## **CONCEPTS OF PUBLIC RELATIONS**

### **AIMS AND OBJECTIVES**

After reading the lesson, the student, will learn about

- **Various PR methods**
- **Publicity**
- **Propaganda**

### **Structure**

#### **4.1 Introduction**

#### **4.2 PR in 20<sup>th</sup> Century**

#### **4.3 PR methods**

#### **4.4. Publicity**

4.4.1 Competitive Advantage

4.4.2 Types of publicity

4.4.3 Designing Material

4.4.4 Communication

#### **4.5 Propaganda**

4.5.1 History

4.5.2 Forms and Means of Propaganda

4.5.3 Methods of Propaganda

4.5.4 Propaganda and influence

#### **4.6 Public opinion**

##### **4.6.1 Attitudes and opinion formation**

##### **4.6.2 Formation of public opinion**

#### **4.7 Summary**

#### **4.8 Self Assessment Questions**

#### **4.9 Suggested Reading**

### **4.1 INTRODUCTION**

The purpose of Public Relations is to earn public opinion, trust and goodwill of people. Better liaison and understanding is possible between the two parties only when balance is struck and all those related persons work in a synchronized manner. Public Relations activity involves many such concepts which are used by professionals to handle challenges in an effective manner. Though many people in this field are blessed with inherent ideas, talents, professional techniques there are some of the methods that are generally adopted to realize the objectives and get maximum results.

### **4.2 PR IN 20<sup>th</sup> CENTUARY**

Public relations as is considered as a 20<sup>th</sup> century American phenomenon. But its roots are identified with the dawn of civilization. PR's basic functions like informing people, persuading people and integrating people were traced in the earlier society itself. During

World War 1 USA, USSR and many communist nations started organs for public relations. Their main task was to promote the aims and ideas of respective governments. After the success of Propaganda industrial organizations planned and implemented programs of public relations. In the 1920's PR practitioners recognized that their aim is not be just to inform the public, but it should also be to obtain better understanding of public attitudes towards the business and appropriate steps should be taken to gain public understanding and goodwill. During this time Edward Bernays was considered as the pioneer in the evolution of public relations. Bernay's *Crystalizing Public Opinion* (1923) and Walter Lipmann's *Public Opinion* (1922) played an important role in the evolution of public relations. Due to economic depression in 1930's distrust of business and free enterprise system prevailed and the Business world understood that to regain the public confidence and to improve the image of business establishments setting up of public relations departments and appointment of public relations managers is essential. Paul Garret was the first to be appointed as a manager in General Motors Corporation in 1931 in public relations department.

During the World War II, advertisers, advertising agencies, and advertising media in the United States formed an advertising council and placed the force of advertising at the disposal of the government. The evolution of the public relations profession is strengthened with the national and international associations. In 1984 46 PR societies, associations and other organizations including two foundations were identified across the globe. Public Relations Society of America (PRSA) with headquarters in New York and the International Association of Business Communicators (IABC) with Unites States headquarters in San Francisco were the two major organizations across the globe.

### **4.3 PR METHODS**

Public Relations activity is a challenging task and demands creative talents and professional techniques. The basic goal of Public Relations is to attract public attention, win the belief of end users or consumers, achieve understanding and earn goodwill. The following methods are adopted in successful Public Relations.

### **4.4. PUBLICITY**

Publicity is a process of dissemination of planned and executed messages through media. In typical manner publicity is promoted through News Releases, Articles, and Features which are sent through select media to promote the interest of an organization or a person, without specific payment to media. Thus, publicity is a significant tool of Public Relations. Good publicity is a key factor when organizing the event. There are a variety of reasons for this, we may want to recruit an audience, or gain publicity for the organizers and partners, or send the message out to a wider audience than what can be reached personally. Some of the major factors to be taken into account when publicizing the event. Publicity is much criticized today for the success of a business than it has been. Particularly in business and trade publications it can favour any business. It provides Neutral Third-party endorsement. Even though many think that the media are biased, consumers still cling to the belief that people who are quoted by the media have something worthwhile to say.

**4.4.1 Competitive Advantage.** Positive publicity builds confidence in customers and makes them feel that they made the smart choice when they choose your products or services. Media coverage and publicity often explain and convince better than an advertisement. The viewers of the publicity campaign will have a different understanding and knowledge. Later publicity changes it in favor the organization. Print and web-based articles can become



excellent marketing material that costs little to develop. It positions you in an appropriate forum. Publish or perish is the academic motto. Experts from outside the world of academia also know that a mere reference of media can improve their position as industry experts. Publicity builds Value. For every speaker like Tom Peters earning thousands of dollars for appearances, there are hundreds who are paid a pittance for speaking engagements. There are a wide variety of reasons to publicize yourself and your business.

**4.4.2 Types of publicity.** Proper selection of the mass media is essential in preparing and placing news releases. The common practice of indiscriminate mailing of releases and articles to media without knowledge of their editorial content, audiences and editorial policy is a waste exercise. Publicity media used by public relations departments include general and special tools such as newspapers, magazines, radio and television broadcasts. The principal types of publicity are

- News Releases
- Business Feature Articles
- Service Feature Articles
- Financial Publicity
- Product Publicity
- Pictorial Publicity
- Background Editorial Material and
- Emergency Publicity

Several of these types of publicity may be used by a corporation in publicizing its activities, research and products.

- **Product publicity.** Consumers can obtain information about various features, performance, and application of products out of publicity. This type of publicity helps the consumer to choose the right product from the wide variety of them. Information about new products, such as their charges, availability, performance, improvements, and product application are subjects of product publicity released by publicity staff to magazines and consumer periodicals.
- **Financial publicity.** It is common to observe that banks, investment companies, public ltd companies, insurance companies, corporation houses prepare news releases, articles and send them to media organizations which consider them and publish in the financial pages of newspapers and magazines and financial magazines. These news releases contain news about mergers, annual meetings, annual and quarterly reports, executive personnel changes, and other financial news. Investors are inclined to place more credence in the finances of a corporation if an independent editor regards the subject as important enough to give valuable publication space.
- **Pictorial publicity.** There is a growing demand for newsworthy, unconventional, original photographs by papers and magazines. Many companies maintain staff photographers for photographing of all the special events of the company. Freelance photographers are also engaged to cover certain events. Some of the best newspaper, magazine and television pictures are created by the Public Relations staff. Media also sends its own photographers to important the events and which are of great public importance.

#### **4.4.3 Designing Material.**

**Posters.** The easiest and most obvious way to promote your event is by displaying posters in the surrounding area.

Key points to be kept in mind when designing the poster are:

- Use a high quality (copyright free) background graphic. This will gain more attention to the poster and set the theme for the event.
- Make sure you include the logos of all the organizations involved in the event on your poster-partners, funding organizations, venues etc.,
- Include the minimum text possible to get your message across-more words just confuse the design.
- Ensure that you use an appropriate font this includes the size of the font and the typestyle you choose. It needs to be readable from a fair distance away so make sure you test it in advance.
- Include the crucial information for the reader to be able to attend the vent what, where, when and who.

The following are the different types of publicity generally implemented by various sections of the society.

**News releases.** News release is the most common type of publicity. News release is prepared and sent to media by publicity departments. It can be either spontaneous news or planned news release. In the first case generally news media are intimated sometimes by the third party like common man who is in the scene of event so that they may send their reporters, photographers and camera persons to cover the news. Generally this type of news originates from an unplanned event like a strike or accident or flood or something like that. On the other hand planned news publicity is prepared in advance by the public relations department. Generally it deals with the developments and occurrences within the organizations which are of public interest.

**Features.** Another important type of publicity is in the form of features in regular as well as special papers and magazines. This can be further divided into two types: service features and business features. Service features provide readers with information, advice and suggestions on home decoration, travel, childcare, cooking, health, fashion and such other topics. Service publicity is provided by the publicity staff of manufacturer of consumer products such as textiles cosmetics furniture, furnishings, food and drugs. Newspapers publish special sections devoted to service features and pictures on fashion, food, home management, and other such subjects. Publicity staff of corporations writes and illustrate many of these features. Sometimes reporters of newspapers and magazines also write these features.

A business feature defines problems common to an industry and describes solutions to these problems by a particular concern that uses the product of the company preparing the publicity. Many business features are prepared by independent, or free-lance, writers and photographers whose work is coordinated by a member of the public relations staff. The publicity staff in some corporations handles the entire production of feature articles, including research, correspondence, and writing, typing the manuscript, captions, photography, and distribution to periodicals.

**4.4.4 Communication.** Good relationships with editors, publishers, editorial writers, columnists, and news broadcasters are vitally important in securing publicity. To maintain good relationships publicity staffs usually follow any one or more of the following modes of communication with the media.

- **Personal contacts.** Personal contacts is the primary method of communicating with the media. Publicity staff generally communicate with the media by calling on editors, publishers, and feature writers of newspapers, magazines, wire services and syndicates,

and news directors of radio and television stations. Then they assess the needs of editors, and news directors and become acquainted with the programs and columns which require feature material. Also by making themselves available in the form of service publicity staffs tries to win the cooperation of media representatives.

- **Press conferences.** On some occasions press conferences are arranged by public relations directors. The main purpose of such press conferences is to obtain publicity in connection with very important news, such as the introduction of new product, settlement of a labour dispute, change in management, plant expansion, corporate reorganization, and accidents of disaster proportions. The press conference should be timed so that the news will secure the widest coverage. At the press conferences the president and representatives of the management should be present to make the announcements and answer the questions of reporters. Normally prepared press releases, official statements, background information, and photographs or press kits are distributed to reporters attending a conference.
- **Luncheons.** Luncheons are arranged by the publicity staff to provide an opportunity for the media to meet the management and to hear about new corporate developments and to inspect facilities. Generally media-management luncheon is arranged before annual or regional stockholders meetings. Questions are answered and motion picture featuring the company's operations is usually shown.
- **Clip sheets.** Clip sheets in which news stories and illustrations are reproduced in newspaper format to show news editor how stories and pictures will appear in print, are distributed by publicity staffs to editors of newspapers. Editors clip out news and pictures and send them to the composing room for setting in type.
- **Media tours.** They are also arranged to provide first hand information to the media. Whether it is new installations, or expansion of existing business of plants the organizers would like the media people to first hand information on their own and cover the news in their media.
- **Media kits.** Media kits containing news releases, photographs, biographies, and background material are prepared by publicity staffs and distributed to the media at special events, such as anniversaries, plant openings, new product announcements and luncheons.
- **Publicity distribution services.** Public relations department of an organization sometimes delegates the publicity work to publicity distribution services. Publicity distribution services provide production and low-cost distribution of news and pictures to editors and news writers of business magazines, newspapers, and radio and television stations.
- **Media previews.** Media are invited to Previews that are desirable for securing cooperation when introducing new models or opening new plants and facilities. The day before official public showing, the media are given preview; company officials welcome news people, answer their questions, arrange displays and releases press notes as well as photos.

#### 4.5 PROPAGANDA

The term "propaganda" is of Latin origin, meaning spreading, extending, or propagating with the help of the laity. It was first used by the Catholic Church to denominate its mission. In 1622, the Sacra Congregatio de Propaganda Fide, a council of cardinals responsible for the spread of the Catholic faith, was established in Rome under Pope Gregory XV. When you hear and term "propaganda"? We immediately think of totalitarian regime and brutal

dictatorships. Most people tend to associate propaganda with something bad. Most people think of Communist propaganda posters, Nazi propaganda movies, and other similarly sinister things. Propaganda was adapted in a positive sense by the European labor movement in the nineteenth century which later also became a central concept of communist ideology. Lenin adopted propaganda, agitation, and organization as core terms of his press theory. One of the earliest scientific definitions was introduced by Harold D. Lasswell, who wrote: "Propaganda is the management of collective attitudes by the manipulation of significant symbols". Edward L. Bernays, one of the fathers of public relations (PR), wrote at around the same time: "Modern propaganda is a consistent, enduring effort to create or shape events to influence the relations of the public to the enterprise, idea or group" Jacques Ellul, a French sociologist, defined propaganda even more broadly, as the pervasive process of influencing social values.

**4.5.1 History:** In the initial phase Propaganda was used in the medieval conflicts between state and church. Later it flourished during the schism of the different Christian confessions. World War I (1914-1918) led to a hitherto unprecedented expansion especially of military propaganda. After World War I, the western democratic states at first demobilized their propaganda, while twentieth-century totalitarian movements drew upon massive propaganda to enforce their ideologies and claims to power. As first case in the Soviet Union a department of agitation and propaganda of the Central Committee of the Communist Party was established in 1920. The National Socialists in Germany created a propaganda apparatus at party level, which they applied to state level after 1933. Adolf Hitler was convinced that Germany's defeat in World War I had to be assigned to deficient propaganda. He followed an eclectic propaganda theory; taking up elements of mass psychology (e.g., the work of Le Bon and McDougall). A propaganda ministry under the direction of Joseph Goebbels was responsible for central control. In fascist Italy, propaganda was pursued in a similar way. More than in World War I during World War II national and international propaganda reached a climax. Propaganda has been revived in recent conflicts such as the Gulf War, Afghanistan, the Balkans, and Iraq. Propagandists, such as groups of Islamic terrorists, now even use the internet.

**4.5.2 Forms and Means of Propaganda:** There are three different forms of propaganda:

1. White propaganda, i.e., the open distribution of information regarded as truth;
2. Gray propaganda, consisting of statements of doubtful quality, which systematically avoid identification of the source of the information;
3. Black propaganda, consisting of lies whose source is concealed, with the aim of embarking upon deception.

Propaganda may be directed inwards (national propaganda) or outwards (foreign propaganda). In the first case, the national population or parts of it are addressed by the propaganda. In the second case, propaganda is directed toward people in other countries. The form and content of such propaganda depends on whether these countries are neutral, allied, or adversary. All sorts of communication means may be employed for propaganda. In the time before modern mass media were available, symbols, coins, heraldic signs, architecture, sculptures, and paintings were used. Speeches and the theatre have also been applied. The invention of printing offered great possibilities for dissemination of information. This applied especially to propaganda writings (leaflets, pamphlets). With the help of new graphic techniques visual propaganda became more diverse.

**4.5.3 Methods of Propaganda:** Now there are a few ways that propaganda works. The first is to appeal to your emotions. The Election Day advertisements that we talked about above are way of appealing to your emotions in order to get you to act a certain way. This kind of propaganda can be really, obvious. But it can also be more suitable. One of the most suitable ways is to appeal to universal emotions and benefits that most people hold. An example of this kind of propaganda are the sponsor a child advertisements that air on TV and that we see in the newspaper. Nobody wants children to starve, and rightly so. Nobody should want people to starve. So sponsor a child campaigns play off of the fact that most people are decent human beings who can't stand to see children starving to death. In the case of Sponsor a Child, it tries to make you act in a positive way. The Red Cross airs advertisements that have similar propaganda effects.

Propaganda can also be seen as advertisements that play upon emotions to get you to think and act a certain way. A most common current example would be election advertisements. Politicians run advertisements which paint their opponents as evil while painting themselves as bringers of good. If you vote for their opponent, then you are making sure that your kids won't get education, your parents will starve in the streets in their old age, and you will end up giving all of your money to the government as you watch them take away your house.

The influence of propaganda in creating newsworthiness on its principals and opponents has pushed to background development journalism that could have addressed our economic and industrial needs. There is little the editors and other news gatekeepers can do to ensure that what they receive is accurate, factual and authoritative information because of the official designations of the sources, though they can easily identify propagandists from public relations persons. It may also be of importance to note that naked propaganda, sometimes as comic relief and melodrama, sells the media because bad news is truly the news for readership appeal and commercial purpose.

While propagandist can engage in anything just to remain relevant, it is painful the constraints facing some genuine PR persons in discharging their duties. The PR professionals deserve our sympathy as they are mostly ignored or sacrificed for official exigency.

**4.5.4. Propaganda and influence:** Propaganda is aimed directly at manipulating emotions, opinions, and behavior, and guides you in a certain way. There are a few ways that propaganda works. The first is to appeal to your emotions. The Election Day advertisements that we talked about above are way of appealing to your emotions in order to get you to act a certain way. This kind of propaganda can be really obvious. The most suitable way is to appeal to universal emotions and get benefited from it. Though propaganda is considered to be an exercise that promotes self interests it can motivate people though a sustained campaign such as in the cases of organ donation and activities of organizations such as Red Cross, Amnesty international etc.

The influence of propaganda in creating newsworthiness on its principals and opponents has pushed to the background development journalism that could have addressed our economic and industrial needs. There is little the editors and other news gatekeepers can do to ensure that what they receive is accurate, factual and authoritative information because of the official designations of the sources, though they can easily identify propagandists from public relations persons. It may also be of importance to note that naked propaganda, sometimes as comic relief and melodrama, sells the media because bad news is truly the news for readership appeal and commercial purpose.

Instead of engaging of issues of development and benefits to the society, sometimes spokespersons of public and private institutions are abusive language, libelous statements, threatening directives, intimidating harassment and childish expositions. It has gone to a situation that those that were highly respected but who find themselves as spokespersons, especially from the media and civil society, have like chameleons changed overnight in defending the indefensible as they refuse to advise their principals on the implications of their utterances and actions that are detrimental to public good. While propagandist can engage in any thing just to remain relevant, it is painful the constraints facing some genuine OR persons in discharging their duties. The PR professional deserve our sympathy as they are mostly ignored or sacrificed for official exigency.

Toady propaganda is a major instrument of international conflict. It is employed in television and radio broadcasts, newspapers, magazines and motion pictures to influence public opinions throughout the world. Growing literacy has made it possible for unscrupulous governments and social propagandas to influence the opinions of people of under developed countries through periodicals and pamphlets in many languages. Subversive propaganda employs various techniques to manipulate public opinion. Evasion of the truth is characteristic of most bad propaganda. Deliberate falsehoods are fabricated with intent to deceive the public. Propagandists use variations of the big lines including evaluation of the truth by quibbling and dodging. They employ words with double meanings, omit significant facts and resort to gross exaggerations to convince the public that it should accept the propagandists view.

#### **4.6. PUBLIC OPINION**

Public opinion is the aggregate of individual attitudes or beliefs held by the adult population. Public opinion can also be defined as the complex collection of opinions of many different people and the sum of all their views. The main objective of public relations is to develop a favourable public opinion of a social, economic, or political institution. An understanding of the process of public opinion formation and attitude change is basic to the study of public relations. Public opinion is not an entity with tangible form and substance, but a collection of rational and irrational beliefs, illusions, and views expressing the attitudes of individuals who comprise the public.

A public from the standpoint of public opinion is a group of people with similar interests who have a common opinion on a controversial subject. "Opinion" according to Webster's dictionary is "a view, judgment, or appraisal formed in the mind about a particular matter." an opinion is stronger than an impression and weaker than a positive knowledge. Public opinion of all economic, social, religious, and political institutions is formed by groups of people who are dependent upon them for income, goods, services, knowledge, and social or spiritual satisfaction. The public image of social science organization is created by the opinion of groups including members, beneficiaries, employees, neighbours and financial supporters. Industrial and commercial firms are dependent on the good opinion of groups of employees, shareholders, neighbours, suppliers, consumers, distributors and government officials.

##### **4.6.1. ATTITUDES AND OPINION FORMATION**

The basic objective of public relations is to measure, analyze, and influence public opinion, which develops from the attitudes of individuals comprising the public. The attitudes could be positive, passive, and negative. For example many industrial workers have a positive attitude and favourable opinion of labour unions and participate in union activities. But

managements build up a negative attitude towards them and can be passive in activities in dealing with them. Hence different attitudes can be observed on a particular issue by various publics related to them.

#### **4.6.2. FORMATION OF PUBLIC OPINION**

Public opinion is formed by individuals composing a group, who express their own opinion on a controversial issue. Public opinion is a composite opinion resulting from the interaction of the individual opinions of members of a group. The transformation of individual opinion into public opinion, by group stimuli, is a distinctive characteristic of the public opinion process. Public opinion involves a transformation of individual opinion into group opinion, brought about by the influence exerted by members of a group on the individuals' opinion. The opinions of people in a group are influenced by what they hear from opinion of leaders, other members of group, or persons outside the group; what they read in newspapers, magazines and books; what they see in life about them or on television. Apart from group pressures, individual's opinions are influenced by their needs, emotions, experience, hereditary, culture, economic status, and education. Out of the interaction of individual attitudes, opinions, and the opinion of group emerges public opinion.

**4.6.3. Group influences on individual opinion.** An individual is a member of a group manifests certain characteristics in thought and behavior which contribute to the formation of public opinion. The thinking of an individual in a group is characterizes by the following.

- Identification or ego involvement causes a person to accept the opinion of the group over a private opinion in order to gain satisfaction of being identified with the group.
- Conformity in opinion to the views of the majority is characteristic of many persons who belong to a group. The individual sacrifices his opinion as to conform to group opinion and get it approved by the group.
- Anonymity or the quality of being unknown is afforded by a group to those individuals who are unwilling to express their own opinions openly on controversial issues. Many persons prefer to hide their individual opinions behind the anonymity of group opinion.
- Sympathy for other members of a group influences the opinions. Sympathy for members of the group causes individuals to sacrifice their own opinions and conform to group opinion.
- The attitudes of a group are influenced more by sentiment and emotional appeals than by reason and logic.
- Nobility may be a characteristic of the attitudes of individuals in groups confronted with a controversial question. Persons in a group often express in their views the nobler emotions of courage, praise, gratitude, and sacrifice.
- Workers feel that they are oppressed by capitalists; minority shareholder believes that they are denied a voice by management; and citizens chafe under the restraints of government.
- Symbolism is frequently employed by a group to express its character and ideals. Groups use symbols to show its character and ideals.
- Rationalization characterizes group thinking. Groups attempt to justify their opinions solely by what is considered reasonable. A group that fails to achieve its objective rationalizes its mistakes by explaining that its failure was not significant. Rationalization seems to relieve a group of its feelings of futility and frustration.

#### **4.7 SUMMARY**

Planned messages and interesting messages are disseminated through publicity. The news media through publication of news releases, articles, and features promote the interest of an organization or an individual. In traditional pattern "Propaganda is the management of collective attitudes by the manipulation of significant symbols" "where as the modern propaganda is a consistent, enduring effort to create or shape events to influence the relations of the public.

Propaganda which was more identified with the religious sector has later extended to political field also. Propaganda was much in vogue during the period of Cold War which has been revived in recent conflicts such as the Gulf War, Afghanistan, the Balkans, and Iraq. Propagandists have been using modern technology like internet and cyber crime to promote their cause.

The public opinion-forming process emanates from the expressed individual opinions of members of a group whose views are subjected to the influences exerted by the group. Public opinion generally generates after a contemporary issue or question of some concern arises and about which members of the group are likely to have disagreement. Human rights are mostly misinterpreted in various formats. On each issue the interested public will divide itself into two or more differing points of view which will not necessarily be contradictory or mutually exclusive. The opinion must be representative of the group as a whole. Thus, public opinion is the complex of beliefs expressed by a significant number of persons on an issue of general importance.

#### **4.8 SELF ASSESSMENT QUESTIONS**

1. Describe the concept of publicity with suitable examples.
2. Explain various types of propaganda in PR..
3. How does the publicity help PR of a corporate hospital?

#### **4.9 SUGGESTED READING**

1. Chunnawala and Sethia : Public Relations
2. Cutlip and Center : Effective Public Relations
3. Lesley : Hand Book of Public Relations
4. Mehta D.S. : Hand Book of Public Relations
5. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, Surjeet Publications, Delhi.



# **LESSON -5**

## **ADVERTISING AND LOBBYING**

### **AIMS AND OBJECTIVES**

After studying this lesson you will be able

- To understand the concept of Advertising
- To understand lobbying
- To know about Ethical dilemmas

### **Structure**

#### **5.1 Introduction**

#### **5.2 Advertising**

5.2.1 Message Control

5.2.2 Shelf Life

5.2.3 Principal objectives of public relations advertising

#### **5.3 Lobbying**

5.3.1 Common Lobbying Mistakes

5.3.2 Factors important for successful lobbying

5.3.3 Ethical dilemmas

#### **5.4 Summary**

#### **5.5 Self Assessment Questions**

#### **5.6 Suggested Reading**

### **5.1 INTRODUCTION**

To amass the public support, good image and acceptance Public Relations practitioners implement many measures. Among these lobbying and advertising are age old practices. If one has to get acceptance and build public opinion on a large scale these techniques would bring out better results. These two are creative fields, demand talent; involve strategic planning and continuous monitoring to achieve effective results. Especially for communicating with external publics these tools would become handy.

### **5.2 ADVERTISING**

Advertising is regarded as an important tool of Public Relations. This involves use of a hired or paid medium of communication, such as medium for covering a message, information of a product or service. Dailies and Magazines, Press, Hoardings, TV and Radio, Hand bills etc., are typical media for advertising and it is needless to say that the reach and impact that these advertisements have on the consumers is tremendous and the success or the failure of the product is largely due to the content or the presentation of the advertisement.

Advertising used in public relations is sometimes misunderstood, ignites a series of unanswered arguments within the organization, imply that the companies need to create awareness for themselves before coming out with advertisements for the public.

When do you use public relations? Why should you advertise? The best answer for both topics is, "It depends on what you are trying to accomplish". One must selectively use public relations and advertising (and marketing) together as well as separately when the situation calls for it.

Advertising is a major public relations tool used to communicate with both internal and external publics. In such cases it is often referred to as 'institutional' or corporate advertising in contrast with the product advertising. Its primary purpose is the projection of the company as public service institution so as to create a favourable public image. Public relations advertising used to promote the public welfare are called public service advertising (PSA). It may promote concepts such as traffic safety, better human relations, public health and hygiene etc. Designing advertisements, preparing written messages and buying time of space are the key concerns of advertisers. Their objective is to create the consumer awareness and motivation that deliver sales. The goal of public relations specialists is communication with various stakeholders, managing the organizations image and reputation and creating positive public attitudes and goodwill towards the organization. Ultimately the difference between the Advertising and the Public Relations take a longer and broader view of the importance of image and reputation as a corporate competitive asset and addresses a greater number of target audiences. Public relations and advertising also differ in how they use the media, the level of control they have over message delivery and their perceived credibility. Credibility was a major factor in the child hunger campaign.

### **5.2.1 Message Control**

A distinct difference between PR and advertising is their extent of message control. When, where and how an advertisement runs is quite controllable. Advertisement space purchased in the right format (i.e broadcast, radio, print, online, sky writing, floating barge) means one has inherent control over what message are communicated. Conversely, while the process of creating messages through public relations is controllable the most common uncontrollable factor is whether the media view information as newsworthy.

### **5.2.2 Shelf Life**

Until recently, TV advertisements have had a shorter shelf life than on the internet. New Web sites are coming online with nothing but commercial content that would create more and more publicity. Corporations are also posting their commercials on Corporate Web Sites to extend the shelf life of their services and products. Archived press releases and news articles still rink high in terms of Internet longevity. Search engines can locate information (even in PDF format for some) long after the hype of a press release has waned. The major obstacle here is a person without access to the Internet.

### **5.2.3 Principal objectives of public relations advertising are**

To create a favorable image of an organization.

To correct misconception.

To secure and keep good suppliers.

To arouse the interest of stockholders and the financial community.

To win the good will of community neighbors.

To inform government officials.

To develop the good will of dealers.

To win the goodwill of employees.

To inform and serve consumers.

To improve labor relations.

To render a public service.

The principal media of public relations advertising are also newspapers, magazines, radio, television, direct mail, outdoor, transportation and motion pictures. In selecting media consideration is given to the audience to be reached which includes employees, share holders, neighbors, the press, suppliers, educators, and opinion leaders. Certain media are particularly suitable for communicating with specific publics.

Newspapers, radio, and television are primary media for community relations advertising. General magazines are used for reaching national audiences. Direct advertising and business magazines are desirable for informing investors. Several media formats could also be used in combination. A distinct difference between PR and advertising is their extent of message control. When, Where and How an advertisement runs is quite controllable. Advertisement space purchased in the right format (i.e broadcast, radio, print, online, sky writing, floating barge) means one has inherent control over what messages are communicated. Conversely, while the process of creating messages through public relations is controllable, what occurs after the message has left the nest is often uncontrollable. The most common uncontrollable factor is whether the media view information as newsworthy.

### **5.3 LOBBYING**

The concept of lobbying was derived from the Member's Lobby of the House of Commons in UK where the journalists used to assemble and it has been described as 'the Prime Minister's most useful tool for the political management of the news'. This system is a very important resource that British governments use and was criticized to be used by politicians for keeping control of information flows to the media and hence to the general public. It is also clear, despite claims to the contrary by those who have utilized it that it is a unique system within Western democracies. This does not mean that other governments do not attempt to manage information, of course they do but it is a normal practice to appoint a party political spokesperson who openly represents the government position and is attributable.

Lobby groups are established where things can be achieved through pressure and influence. Though lobbying is result oriented, it is not considered as a good public relations practice. Lobbying is effectively used to influence government policy, corporate policy, or public opinion. An example of this is the American Israel Public Affairs Committee, AIPAC, which influences American Foreign Policy. A well illustrated example of this is way civil war in Yugoslavia was portrayed. Governments of newly succeeded republics of Croatia and Bosnia invested heavily with American PR firms, so that the PR firms would give them a positive war image in the US.

In the present scenario, where coalition government is the order of the day, Lobbying is used as an attempt to influence the voting behavior of legislators on behalf of specific interests or causes. Most people think they know what lobbying means but this field is one where the definition is part of the controversy. According to Georgetown's Woodstock Center Lobbying "means the deliberate attempt to influence political decisions through various forms of advocacy directed at policy makers on behalf of another person, organization or group".

One of the techniques most commonly used in carrying out issues management campaigns is lobbying. According to Cutlip lobbying involves 'direct attempts to influence legislative and regulatory decisions in government' and public affairs are the 'specialised public relations efforts designed to build and maintain community and governmental relations'. Charles Miller at Citigate Public Affairs feels that there is difficulty in defining

both public affairs and lobbying, and feels that the latter is 'any attempt to influence the decisions of the institutions of government'. In the USA, vast amounts of cash are spent on lobbying, \$1.45 billion in 1999. The group that spent the most was the American Association of Retired Persons, followed by the American Israel Public Affairs Committee, the National Federation of Independent Business and the National Rifle Association. In addition, companies spend money on supporting their own interests. Lobbying can be either defensive (designed to abolish or amend an existing law) or offensive (aimed at pushing the authorities to create a law). The key to lobbying is to understand the legislative process.

**5.3.1 Common Lobbying Mistakes:** In order to be successful, the lobbyist needs to be aware of issues in advance. According to the lobbyist Charles Miller, 'Every hour spent on research and monitoring is worth ten on lobbying'. The later a campaign begins, the fewer choices are open.

Miller names four common lobbying mistakes:

1. Contacts are no use unless you have a sound case.
2. No amount of entertaining can substitute for a well-researched case.
3. One should think about Government, not Parliament. It is also important to talk to MPs' advisers, think system, and take account of the network of institutions.
4. Do not act unless you know how Government will react to your case.

Those organizations that want to undertake lobbying have a choice of methods. They may take on an in-house specialist, as is most likely in large organizations that need to be constantly aware of issues and legislation. A specialist consultancy firm may be employed on a project basis, where help is needed on specific or ad hoc projects. Consultants may be used to supplement the knowledge and expertise of an in-house department. Miller feels that the bulk of professional lobbyists do the majority of their work on the political side, but that issues may not have much to do with parliamentary decisions.

### **5.3.2 Factors for successful lobbying**

The following factors are considered to be important for successful lobbying:

1. Access to decision makers.
2. Background research.
3. Good timing.
4. Communication skills.
5. Knowledge of government procedure.
6. Public interest.
7. Support of opinion leaders.
8. Effective targeting.
9. Favourable media coverage.
10. Knowledge about government structure.

Many of the lobbyist's effort is directed to making sure that their case is covered in the media appropriate to the people whom they want to influence. Public perception of an issue will increase proportionately to the amount of attention given to that issue by the media. By simply paying attention to an issue and neglecting others, the media will affect public opinion.

### 5.3.3 Ethical dilemmas

The role of lobbying in a democracy was often questioned as it raised doubts regarding the ethical point of view. Since the ethical foundation, of lobbying is the vigorous public debate necessary for informed decision making, ethical dilemmas related to lobbying tend to arise when various behaviors by lobbyists and lawmakers undermine the fairness and transparency of that process and do not contribute to the common good.

***Fairness.*** Fairness questions also arise when some lobbyists have easier access to lawmakers than others. Frequently discussed is the problem of revolving door lobbyists—those people who once served as public officials who then go into the private sector and work to influence their former colleagues. In addition to relationships with lawmakers, they may, for example, still have access codes to offices, use lawmakers exercise facilities, or otherwise have easier entry to the corridors of power.

***Transparency.*** To improve the fairness of the lobbying process is to make sure that possible sources of influence are visible to the public. This goal is behind various state and federal requirements that lobbyists register and file reports on the issues they have discussed with lawmakers. Various proposals have been offered to strengthen these transparency provisions, increasing the frequency of reporting and the number and variety of organizations that qualify as lobbyists.

***Common good.*** Lobbyists are advocates. That means they represent a particular side of an issue. According to the Thomson gale Legal Encyclopedia the role lobbyists play in the legislative arena can be compared to that of lawyers in the judicial arena. Just as lawyers provide the trial of fact (judge or jury) with points of view on the legal issues pertaining to a case, so do lobbyists provide local, state, and federal policymakers with points of view on public policy issues.

The ethical foundation of lobbying experienced the vigorous public debate in decision making; ethical dilemmas related to lobbying were raised. Especially fairness and transparency in public transactions were debated in administrations and governance where lobbying tend to play an important role. Fairness questions were raised when money is involved and some lobbyists have easier access to lawmakers than others.

## 5.4 SUMMARY

Advertising helps in communicating with both internal and external publics simultaneously. When so used it is often referred to as 'institutional' or corporate advertising in contrast with the product advertising. It has as its primary purpose of the projection. Advertising is a major public relations tool used to communicate with both internal and external publics. When so used it is often referred to as 'institutional' or corporate advertising in contrast with the product advertising. It has its primary purpose, the projection of the company as public service institution so as to create a favourable public image. Public relations advertising used to promote the public welfare is called public service advertising (PSA). It may promote concepts such as traffic safety, better human relations, public health and hygiene etc.

## 5.5 SELF ASSESSMENT QUESTIONS

1. How does the advertising help in promoting PR of an organisation?
2. Lobbying also should be based on ethics. Explain.
3. What are the various types of lobbying present in the world about meaning?

**5.6 SUGGESTED READING**

1. Chunnawala and Sethia : Public Relations
2. Cutlip and Center : Effective Public Relations
3. Lesley : Hand Book of Public Relations
4. Mehta D.S. : Hand Book of Public Relations

# LESSON -6

## PR PUBLICS

After studying this lesson you will be able

- To understand The Internal Publics and communication
- To know the goals of employee communication
- To understand External Publics and communication

### **6.1 Introduction**

### **6.2 Public Relations and Society**

### **6.3 Publics**

- 6.3.1 Internal Publics
- 6.3.2 The Internal Publics and communication
- 6.3.3 The goals of employee communication
- 6.3.4 How management shapes communication
- 6.3.5 Internal communication and company objectives
- 6.3.6 Output objectives in employee communication

### **6.4 External Publics**

- 6.4.1 Externally-focused public relations

### **6.5 Summary**

### **6.6 Self Assessment Questions**

### **6.7 Suggested Readings**

## **6.1 INTRODUCTION**

The role of public relations is often termed as a "value creator". The systems theory has stated the structure and operation of an organization, and how it interacts with its environment, breaking the organization itself into subsystems impacting on each other and the organizations environment. In systems theory, Public Relations are given much importance as compared to that of marketing, which is that of boundary spanning i.e. they care for the interest of the organization internally and externally.

The systems theory also distinguishes between open and closed systems. Closed systems are resistant to change and open systems easily respond to changes. Thus problems and issues that arise within the organization should be tackled properly, and the use, of PR should be made in the organization effectively. Therefore, when internal PR is considered important, it will be used effectively and will be profitable to the organization.

Public Relations help in guiding the management of the organization at times of crisis and growth. Boundary spanners have one foot inside the organization and one foot outside, and they have the courage to challenge the management. PR facilitates communication between the internal subsystems and external audiences. Due to all this the PR department, involves a higher status in the organizations.

## 6.2 PUBLIC RELATIONS AND SOCIETY

As the PR activity spans both internal and external publics as detailed above, it has got an impact on the society. The society is benefited by the services of the organization and its product and other social obligations such as providing employment for employees and business. Scope for its external agencies. Some of the benefits of PR towards the society are:

1. Public relations are a means for the public to have its desires and interests felt by institutions in our society. It speaks for the public to otherwise unresponsive organizations; as well as speaking for those organizations to the public.
2. Public relations help achieve mutual adjustment between institutions and groups, establishing smoother relationships that benefit the public.
3. Public relations can be a safety valve for freedom. By providing means of working out accommodations, it makes arbitrary action or coercion less likely.
4. Public relations are an essential element in the communications system that enables individuals to be informed on many aspects of subjects that affect their lives.
5. Public relations can help activate organization's social conscience.
6. Public relations are a universal activity. Everyone practices principles of public relations in seeking acceptance, cooperation or affection of others. Public relations professionals only practice it in a more professional way.

## 6.3 PUBLICS

"Public relations help an organization and its publics adapt mutually to each other."

In this definition of PR, the essential functions of research, planning, communications dialogue and evaluation are implied. The word "organization" is used rather than the limiting implication of "company" or "business"; and "publics" which recognizes that all organizations have multiple publics from which they must earn consent and support. A public from the standpoint of public opinion is a group of people with similar interests who have a common opinion on a controversial subject. Every person is identified with several publics, each of which may be involved in the process of opinion formation on one or more controversial subjects. An individual maybe a member of ethnic, family, neighborhood, social, political, religious, educational, craft, professional, and other groups faced with controversial questions and involved in public opinion formation. A group of workers confronted with the controversial question of whether to strike is a public with a similar interest in employment, involved in the process of forming public opinion. On the other hand, the same group of workers standing at a bus stop and unanimously agreeing on the perfect weather is not involved in public opinion formation since no controversial question confronts the group.

According to the role played by public relations, publics can be divided into two types

**Internal Publics:** The activities related to communication dealing with those who are within the organization are called as the internal publics. Here the communication is focused at gaining the sympathy and the trust of employees, support by being a big brother to its



employees, oversee minor faults at work which does not affect the quality systems, and to encourage employees to feel that they belong to the institution. They are exposed to media coverage, given access to company's achievements and other means such as meetings, publications, and participations on different occasions.

**External Publics:** The activities related to communication between the institution and those outside it are also crucial. Those stake holders are called external public. In public space the real role of external relations and its impact on the public and effective support through the supply of real data and information through various media is also enormous. In such cases the PR professionals try to serve the public to transfer the vast amount of information and to identify reactions about the announced activity.

### 6.3.1 Internal Publics

Internal public relations is a special PR discipline which concentrates on enhancing companies relationships with the employees by facilitating good communication among the management and the employees, boosting their morale and giving them the right information at the right time. Thus if effective use of this internal PR is made then it will help the organization in building good relationships with the employees.

Organizations will be proud to become the employer of choice as they themselves will feel that they look at their employees first and the employees look upon to work with them. Then if the employees make their organization as an employer of choice then shouldn't. The organizations concentrate more on the employees? The answer is 'yes'. The organization should try to make their internal communication strong and should strive to use internal PR effectively.

Internal audiences are usually the company employees or contractors. It is very common for businesses to concentrate on their external relations and ignore those people closest to them, but attention to your internal programs can mean the difference between highly-informed and motivated staff compared to employees who feel "they never know what is going on". Some of the greatest PR activities of an organization are well-known to everyone except its employees, who are considered as the internal publics of the organization. An organization can become so focused on getting their message to the competitors and other business community, that they make one of two mistakes:

1. The management assumes everyone working for the company already knows what is going on; or
2. They simply fail to dedicate the time and energy to keep their own people in the loop.

It is a common problem encountered by for-profit and non-profit organizations, large and small. If the problem is left unattended, it can lead to poor morale, increased turnover, and an image problem for the organization.

### 6.3.2 The Internal Publics And Communication

The activities related to communication within the organization called the internal publics constitute internal public relations and communication. It is focused at gaining the sympathy and the trust of employees, resist being a big brother to its employees, oversee minor faults at work which does not affect the quality systems, and to encourage employees to feel that they belong to the institution. It creates a sense of ownership among the employees and makes

them act in the spirit of the team. They are exposed to media coverage, given access to company's achievements and other means such as meetings, publications, and participations on different occasions. In an organization one of the most important groups of stakeholders is the company's employees. Companies can hardly survive and find it difficult to prosper without taking the needs of their workforce into account. However, it is generally agreed that good external relations and policies should have a solid foundation for good internal communications. Good internal communications may not just be about differentiating a company in terms of consumer branding.

Internal Communications does not just emphasise the importance of not only the employees' understanding of the company and their role within it, but also of their actual commitment to the company objectives. No organisational relationships are as important as those with employees at all levels. Employees are not a homogeneous stakeholder group, but consist of workers, management and board, who perform different functions within the organisation, such as production, administration, and services. Unions may negotiate on behalf of different groups of employees. Communication operates in many ways within an organisation, flowing downwards from senior directors and management to workers, upwards from the shop floor, and between groups and individuals. Some routes may work well, others may be blocked. When communication does not work the grapevine steps in to fill the gap. The grapevine, made up of rumour and gossip, is not controlled or controllable. It is always in existence, but its effects can be moderated if communication flows are working well. Problems may arise if the grapevine is the only form of communication, or is seen as more reliable or important than information sent by management.

### **6.3.3 Goals of Employee Communication**

Cutlip et al. (1985: 315) proposed that "The goals of employee communication are to identify, establish and maintain mutually beneficial relationships between the organization and the employees on whom its success or failure depends". They identify four stages of employment where effective communications are vital:

1. The starting point - attracting and inducting new employees.
2. The work - where instructions, news and job related information should be disseminated.
3. The rewards and recognition - promotions, special events, awards.
4. The termination - breakdown of equipment, layoffs, dismissals.

Communication should work towards achieving the organisation's objectives. Employee awareness of operations, problems, goals and developments will increase their effectiveness as ambassadors, both on and off the job. Management should demonstrate a real interest in the employees' concerns by organising attitude surveys, suggestion schemes and stimulating the upward flow of communication. Involving employees in decision-making could lead to fewer stoppages and increased efficiency. Good internal relations impact the bottom line. Top management must support schemes to involve employees and take their opinions on board, or else such schemes will be seen as mere gimmicks and will be abandoned. The most common failing in employee communication is that it is too busy selling a management view downward. It neglects to stimulate an equivalent upward flow.

### **6.3.4 Management Shape Communication**

Grunig and Hunt (1984) summarise four kinds of management theory and show how the structure and environment of an organisation affects employee communications. Structured organizations, centralized decision-making at the top will have formal roles and rules, and are likely to operate in a static environment. Machine theory, set out by Katz and Kahn, describes a group of theories which 'treat the organisation as a machine whose control and co-ordination can be engineered'. Employees have little freedom, tasks are subdivided into

simple parts and roles are standardised. Communication in this arena is only necessary to instruct employees as to how to complete their task, is downwards from management and is mainly in written format, providing information which reinforces management's control. Open communication with employees about organizational decisions that affect their jobs makes up an essential part of the desirable management theory' Communication flows upwards and downwards, as well as between groups. Different organisations will choose different models of employee communication, depending on their environments and organizational goals.

### **6.3.5 Internal Communication And Company Objectives**

Employees are informed about corporate policies and practices so that they can communicate more effectively with the outside publics. 'Truly successful internal communications turn organisations from machines into intelligent organisms which learn and grow', 'The flow of ideas, information and knowledge around the organization is crucial to success. The role of communication as the process by which this flow is achieved is central to the management of the organization. The need for change reflected in the shift from a limited number of internal communications techniques, such as notice boards, memos and company newsletters, to more interactive media such as meetings, forums, video conferences and email. Like upward communication this is also encouraged, and workers make decisions to solve problems, more on the lines of the human resources theory model. The third kind of organisation focuses on product leadership, and must innovate to compete. Communication flows become yet more complex, both from outside and from within the organisation, involving feedback and brainstorming sessions across departments. Internal communication depends on the stage of development of a company. When first starting up, few people may be involved and communication takes place informally and frequently. As the company grows and starts employing more people, communication starts to become more functional and formal. Managers form networks to cope with the complex organisation, bringing together people from across functions. In internal communication process the communication strategy is based on what is needed from employees at each stage of the development cycle beginning with creating awareness, using notice boards, memos, annual reports for employees and email.

This Type of Communication Helps

- To increase employee knowledge of organizational activities and policies.
- To enhance favourable employee attitudes towards the organization.
- To receive more employee feedback.

### **6.3.6 Output Objectives in Employee Communication**

- Output objectives in employee communication could be
- To recognise employee accomplishments in employee communications.
- To distribute communications on a weekly basis.
- To schedule interpersonal communication between management and a specific employee group each month.

Once objectives have been set, appropriate techniques can be selected, from notice boards, displays, telephone hotlines, pay slip inserts, internal television, videos, meetings, teleconferences, newsletters, direct mail, leaflets and email etc. The final part of the programme involves evaluating the success of the programme in order to adjust it and learn for the future.

Some simple suggestions for effective internal communication include:

- Conduct monthly or quarterly meetings where all employees are given an update on the organization's goals and progress, can participate in the meeting, and receive recognition for their contributions.
- Solicit suggestions for improvements in the workplace, sponsor contests for the best ideas, and publicize the results.
- Conduct team training sessions to upgrade knowledge of employees.
- Give employees a first-look at new products or services and the plans to promote them.
- Produce monthly employee newsletters, memos, notice boards, emails and /or create an intranet site that discusses company news and highlights employee initiatives and community projects.
- Company funded dinners, celebrations, award ceremonies and achievements.
- Social get to gather and club activities.
- Select a charitable cause that is related to the company's mission, provide employees with an incentive to volunteer, and publicize their efforts.
- Award prize to employee of the month in different departments.

The following definition fits well for a great place to work:

"A great place to work is a place where employees trust the people they work for, have pride in what they do and enjoy the people they work with." "It is measured by the three, relationships:

1. The relationship between employees and management.
2. The relationship between employees and their jobs.
3. The relationship between employees and other employees,

When employees are informed about what their organization is doing and recognized for their role in its success, they will become some of your best spokespeople.

#### **6.4 EXTERNAL PUBLICS**

A basic definition of public relations is the establishment and maintenance of a good image for the company, its products and services. There are many definitions of PR, but the key is to understand that public relations extends to all aspects of how a company deals with and communicates with its potential and existing audiences, including responsiveness, professionalism and presentation.

Public relations activities generally encompass the avenues one uses to communicate with both the external and internal audiences.

The external audiences or publics include:

1. Customers and clients, both existing and potential,
2. Suppliers,
3. Share-holders,
4. External stakeholders,
5. The community,
6. Governments or statutory authorities,
7. The media,
8. The general public.

9. Members, donors, voluntary workers.
10. Beneficiaries and users of the service
11. Potential supporters and helpers.
12. Suppliers of services and materials.
13. Politicians, political parties.
14. Various Groups.
15. Central and local government officials.
16. Medical and health professionals.
17. Charities.
18. Opinion leaders.

External publics centered public relations activities help in promoting goodwill, brand image as well as business. The activities which can be part of this external communication involving these publics are

- Conducting press conferences and sending press releases to media organizations such as online publishers, newspapers, magazines, radio and television channels.
- Maintain websites and online activities which announce company policies, products and specifications.
- Preparing Professionally-written brochures and product flyers.
- Publishing newsletters, e-newsletters, company magazine.
- Planning product launches, displays, demonstrations.
- Seminars, workshops, exhibitions, conferences and networking events.
- Forums, blogs, and social media avenues like Face book and Twitter.
- Conducting evaluation by means of forms and customer surveys.
- Distributing thank you cards or corporate gifts for outstanding distributors or suppliers.

#### **6.4.1 Externally-focused public relations**

Externally-focused public relations activities help in building business.

Some of the activities of PR which can help in the success of business:

- Websites and online activities announcing company policies, products and specifications.
- Press releases to media outlets such as online publishers, newspapers, magazines, radio and television
- Professionally-written brochures and product flyers
- Newsletters, e-newsletters, company magazine
- Product launches
- Seminars, workshops, exhibitions, conferences and networking events
- Forums; blogs, and social media avenues like Face book and Twitter
- Evaluation forms and customer surveys
- Thank you cards or corporate gifts for outstanding distributors or suppliers.

Just like planning your business and your marketing, public relations activities, both internal and external, should be strategic and focus on achieving corporate goals. Be consistent with your messages and activities, know what you are trying to achieve and why. If an organization is not doing as above, it should take another look at the public relations activities and make an effort to give them the attention they deserve. The beneficial results and an improved performance in business will be a sure outcome.

## **6.5 SUMMARY**

Just as the planning of business and marketing are important, both internal and external public relations activities should be designed and implemented in a strategic manner and focused on realizing corporate goals. One should be careful in maintaining consistency with the messages and activities, know how they are trying to achieve and why. If an organization is not doing as above, it should take another look at the public relations activities and make an effort to give them the attention they deserve. The beneficial results and an improved performance in business will be a sure outcome.

## **6.6 SELF ASSESSMENT QUESTIONS**

1. Who are publics in an organization? What is the significance of the concept?
2. Define Internal Publics. What type of communication techniques can be used to promote good relations in an organization?
3. Explain external publics and communication processes for them with suitable examples.
4. Publics of a business organisation are highly varied. List out the public's of a corporate hospital.

## **6.7 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Cutlip and Center : Effective Public Relations
4. Lesley : Hand Book of Public Relations
5. Mehta, D.S. : Hand Book of Public Relations
6. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, surjeet Publications, Delhi.
7. Rayudu, C.S. and Balan K.R. (2009) Principles of Public relations, Himalaya Publishing house, Mumbai.

# **LESSON- 7**

## **PR AND OTHER DEPARTMENTS**

After studying this lesson you will be able

- To understand The relation of PR with other departments Internal Publics and communication
- To know about PR and management

### **Structure**

#### **7.1 INTRODUCTION**

#### **7.2 STATUS**

#### **7.3 PUBLIC RELATIONS AND OTHER DEPARTMENTS**

##### 7.3.1 Marketing

##### 7.3.2 Public Relations and Human Resources Departments

##### 7.3.3 Public Relations and Legal Departments

#### **7.4 PUBLIC RELATIONS AND MANAGEMENT**

#### **7.5 SOCIAL ACCOUNTANCY**

#### **7.6 SUMMARY**

#### **7.7 SELF ASSESSMENT QUESTIONS**

#### **7.8 SUGGESTED READINGS**

#### **7.1 INTRODUCTION**

Broadly Public Relations refer managing the total communication of an organisation with all its publics. To most marketers's public relations means publicity that is, obtaining media coverage in support of products and services. To distinguish between public relations in its broad strategic sense and public relations as a part of the marketing communications mix, the latter has been called marketing public relations (MPR). Again, public relations professionals have tended to restrict the meaning of marketing to the notion of a profit based exchange between an organisation and its customers. Later marketing has broadened its scope to include relationships with internal customers (employees) and the broader external stakeholder community. As organisations become more open, more porous and often smaller, the justification for distinct functions is less and less clear. Furthermore, employees are usually required to be multi-skilled and flexible. Even so, different professional outlooks do maintain diverse perspectives which are of value to organizations.

#### **7.2 STATUS**

Public relations professionals fear 'encroachment' or the taking over of the discipline by non-specialists, especially marketers as well as management consultants. However, there is rejoicing when a public relations professional is made a chief executive or director of corporate communications (with marketing as a subservient partner). What is good for public relations is that as many people as possible from as many disciplines as possible are aware of the contribution that public relations can make in both strategic and tactical ways.

For some professionals it is important that public relations seem to be a dominant and ascendant communication discipline. It is a sign that public relations has come of age that its unique contribution in stakeholder relations is recognised. Some go further and say that this internet age requires the sophistication and knowledge of public relations professionals to

handle the very complex world of internet communication. The power plays between internet groups and their interaction with the organisation. It is true that the dialogue skills that public relations staff acquires with a range of stakeholder groups will be invaluable, but organizations also need to sell or obtain support for their products and services to survive.

### **7. 3 PUBLIC RELATIONS AND OTHER DEPARTMENTS**

The PR activity can also be linked to other functions where there is a possibility of compatibility and conflict also. Because of overlap of objectives and style of works the PR department often overlaps with other departments such as marketing, human resources, legal etc leading to disturbance and chaos.

**7.3.1 Marketing:** The relationship between public relations and marketing department turns to be sore because it becomes difficult where the line has to be drawn between these two. The PR is nothing but the extension of the marketing and both are interdependent. It leads to debates about whether public relations are a part of marketing or marketing is a part of public relations. Especially three areas are discussed much in this context.

**7.3.2 Public Relations and Human Resources Departments:** There are potential areas for co-operation and conflict between these domains: Structural re-organization: The human resources department has a clear role vis-à-vis contracts and liabilities in situations where there are mergers, lay-offs, acquisitions and re-organization. The communication aspects of these matters, including how to communicate with employees and external stakeholders, would normally involve public relations expertise. Control of employee communication and the division between what is rightly communicated by human resources and public relations are areas of potential debate.

**7.3.3 Public Relations and Legal Departments:** When companies are under threat or handling crises there is often a tendency to turn to legal counsel. Legal concerns normally revolve around liability, risk and the natural instinct in the past has been to close down communication with the legendary 'no comment'. Lawyers are concerned that what is said may rebound on the organization and often point out that there is no requirement to say anything. Public relations professionals are aware that expressions and demonstrable actions of sensitivity, concern and responsibility enhance reputation. They value openness and want to maintain dialogue. They are also acutely aware of the need to respond quickly to given situations again the legal process usually takes time. The recent trend is that public relations professionals and legal advisers work together in difficult situations.

### **7.4 PUBLIC RELATIONS AND MANAGEMENT**

Public Relations help organizations manage change, something they must do to stay competitive and efficient. But since change is threatening and often resisted, smooth transition through a necessary change guided by public relations professionals is a real dollar-saver.

In specific under management function the following activities are taken up.

1. The publicity and promotional aspect paves the way for the sale of products or services, so much so that some companies have placed sales quotas on their product publicity people:



2. Internal motivation is a vital factor which affects the bottom line by building morale, enhancing productivity and creating team spirit. It also helps recruit qualified people and retain them.
3. Public relations provides an early warning system by avoiding disruptions which may occur when a single surprise issue or unplanned-for social/political change arises.
4. Public relations provide an organization with new opportunities because the people involved in public relations interact with more internal and external audiences than anyone else in the organization. Public relations people have a conning tower from which to identify new markets, new products, and new methods.
5. Public relations help to protect the present position when an organization is under attack. For instance, Proctor and Gamble did not suffer declining sales. Morale or stock values during the tampon debacle largely because of their expertise in handling of the problem in communicating the company's position.
6. Public relations help to overcome executive isolation, something that can affect every organization sooner or later. An inescapable assignment of every public relations practitioner is opening the eyes and ears of management to what's really happening "out there."

## **7.5 SOCIAL ACCOUNTANCY**

The phrase "double bottom line" was coined to explain the relationship between an organization and its social responsibility. It is now well understood and accepted that social responsibility does have a traceable effect on economic success for every type organization. The leading role in "social accountancy" is usually played by public relations staff.

## **7.6 SUMMARY**

In general public relations will help in managing the total communication of an organisation or of an individual. In marketing PR is mainly concerned with publicity in the context of which marketing public relations (MPR) was developed. Again it has been broadened to improve customer relations. Public relations professionals are concerned about 'encroachment' or the taking over by non-specialists, like marketers as well as management consultants. It has assumed an independent status also. Public relations professionals are handling the very complex world of internet communication. Public relations work in 4 stages. The four stages for successful public relations plan include research, planning, implementation and evaluation.

## **7.7 SELF ASSESSMENT QUESTIONS**

1. What is the need of public relations in HR departments?
2. What is the scope of public relations in marketing department?
3. Write a short note on status and encroachment.
4. What are the four stages of public relations?

## **7.8 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Cutlip and Center : Effective Public Relations
4. Mehta, D.S. : Hand Book of Public Relations

# LESSON- 8

## PROCESS OF PR CAMPAIGN

After studying this lesson you will be able

- To understand the process of Public Relation campaign
- To know about various stages of Public Relation Process

### Structure

#### 8.1 Introduction

#### 8.2 Communication techniques and PR

#### 8.3 Public Relations process

#### 8.4 PR Campaign

#### 8.5 Summary

#### 8.6 Self assessment

#### 8.7 Suggested Reading

### 8.1 INTRODUCTION

Ask a dozen qualified public relations professionals to develop an effective program for your company or organization, and more likely to get 12 different but potentially creditable bodies of work. Ultimately only one campaign that too which is structured, systematic and official can only be finalized to conduct the PR campaign. For that one has to understand the steps involved and the stages to be finalized individually as each one will have its objectives and goals so that finally they can yield the much needed effect.

### 8.2 COMMUNICATION TECHNIQUES AND PR

Public relations are a fast growing field; every organization, institution and business has a need for public relations. This important role affects whether a business or organization succeeds and prospers. Devoting the time and resources to this pertinent function is a smart and necessary step. So what skills do successful and effective public relations pro possess?

**Writing.** The number one skill for all public relations professionals is writing. Whether PR person is in fashion, health care, finance, education, nonprofit, travel, or technology, if he can't express yourself in written communications, he is not going to succeed in this field. In public relations, writing makes the first impression--for a client, a donor, an important stakeholder, a consumer and the public. Public relations write press releases, speeches, news articles, fundraising materials, advertisements, newsletters, magazines, annual reports, content for the web, executive bios, product descriptions and fact sheets. As a public relations pro, sharpening writing skills is the best thing a person can do to ensure success.

**Relationships.** Public relations is all about creating and maintaining beneficial relationships between an organization and its respective publics. PR professionals recognize and develop key affiliations with opinion leaders, prospective donors and relevant stakeholders. These relationships are important to have and even more important to nurture. The first step in determining what relationships are essential is to make a list of who your organization's key publics are. You can then assess each one and the relationship you have with them. Evaluating relationships and knowing how maintain them is a key function.

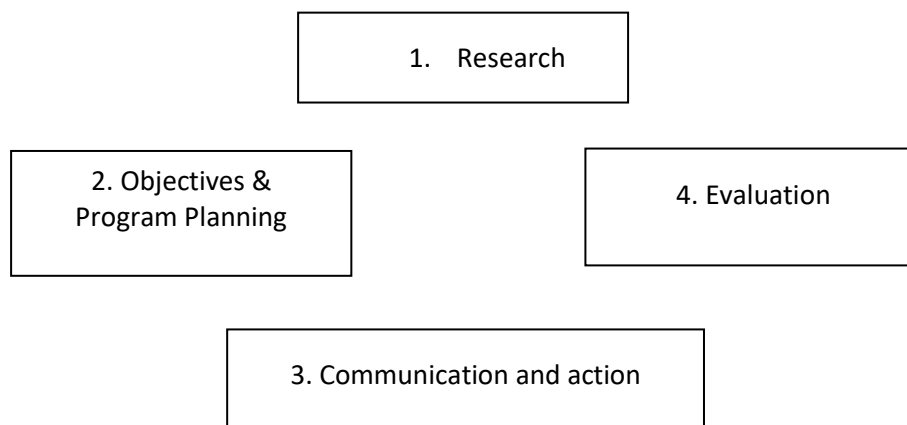
**Speaking.** We often see representatives speaking on behalf of a company or institution in times of crisis or controversy. Public speaking is a skill that one might not exercise daily, but PR practitioner should be familiar with it and comfortable doing it. Hosting first press conference is not the time to test out public speaking skills. Practicing live interviews or questioning is a great exercise for key administrative officials.

**Technology.** Technology has changed the way people in all professions do their jobs. Public relations people are no exception. Because many businesses and organization rely on electronic communications, public relations pros must be up-to-date and proficient on the latest technology. Sending electronic news releases, creating a blog on a company website, and using web video conferencing to reach consumers and customers are essential skills. A public relations practitioner must be aware of what technology is available. Not knowing could put him and his company behind the competition. In addition to the Internet and social marketing trends, PR people need to be in command of computer applications, such as desktop publishing and content management systems. Being able to create a professional brochure or newsletter or knowing how to update company's website and create new content is a much needed skill.

### 8.3 PUBLIC RELATIONS PROCESS

Regardless of who develops the program, one factor should be paramount. All truly effective public relations programs are based upon a four step process. The definition of Public Relations as relations with the general public through publicity, those functions of a corporation, organisation, branch of military service, etc., concerned with informing the public of its activities, policies, etc., attempting to create favourable public opinions. Public Relations are the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfactory two-way communication.

- 1) **Research:** This involves probing the opinions, attitudes and reactions of those concerned with the acts and policies of an organization, then evaluating the inflow. This task also requires determining facts regarding the organization.
- 2) **Planning-decision making:** This involves bringing these attitudes, opinions, ideas and reactions to bear on the policies and programmes of the organization. It will enable the organization to chart a course in the interests of all concerned: "Here's what we can do."
- 3) **Communication-action:** This involves explaining and dramatizing the chosen course to all those who may be affected and whose support is essential: "Here's what we did and why."
- 4) **Evaluation:** This involves evaluating the results of the programme and the effectiveness of techniques used: "How did we do?"



Here's an overview of the four essential elements in any concerted public relations plan :

#### Four Steps

1. Research
2. Action plan / Objectives / Program Planning
3. Implementation
4. Evaluation

1. **Conduct research:** Once the specific opportunity (or threat) is defined, initiate research to determine how to execute the plan. In broad terms, there are two types of research; Primary (what the company finds out on its own) and secondary (what it learns from other sources). There are a myriad of research tactics, including surveys, an analysis of existing data or reports and focus groups. Use research findings to build a plan with realistic goals, sound strategies, measurable objectives and proven tactics.

Research shall be conducted on

- a. Client or organization
- b. Problem or potential problem and opportunities
- c. Audiences or publics

Research shall be conducted by means of informal and formal research methods

This begins with a review of the organization's statement or strategic plan; then conducts a situational analysis that investigates

- A review of what's happened in the past, or a historical perspective.
- An internal and external analysis of what employees, neighbours, competitors and other audience believe.
- A review of management and its actions and practices.
- A forecast of where the company or organization is heading.
- Define the opportunity or the potential threat

#### 2. Developing a strategy

It should be structured to help realize the goals, strategies and objectives identified in the initial plan. And, of course, the plan should be built upon a set budget that includes professional services and any related costs for production or other out-of-pocket expenses.

It involves planning of various activities to be performed at the execution level

1. Identifying goals and objectives
2. Identifying target audience or public
3. Creating a theme for the program or campaign.
4. Preparing budget and acquire funding

#### 3. Executing the plan

An underlying principle of public relations is to communicate effectively in order to build mutually beneficial relationships. The tactics employed to deliver the message through media relations, via special events or promotions, presentations to community groups, etc

#### 4. Evaluate and Make Adjustments

While the program is being executed, monitor the results of the program tactics. Are they on track to meet the objectives as initially defined? If not, then an analysis should take

place to determine whether errors were made when the program was conceived and executed. Adjustments made during the course of the program could put it back on track.

For evaluation after campaign program

- a) Identify research methods used to evaluate the success of the program campaign during and after
- b) Determine a way to measure whether the campaign achieved its objectives if yes to what extent it has been successful
- c)

## **8.4 PR CAMPAIGN**

A case study of the following PR Campaign used 4 step process

SHRI INVESTMENTS LTD

Campaign held on 2022

Title of campaign : TRUCK HIRE PURCHASE – Own your truck scheme

### **Step 1 : Research**

- a) Reviews of analyst's opinion
- b) Face o face meeting with large investors
- c) Employee opinion surveys
- d) Portfolio analysis – Drivers become owners of Trucks
- e) Studies showing improved financial health of the company

### **Step 2 : Objectives/Action Plan**

- a. Objectives
  - To gain understanding among all audience that focus on truck financing is in the best long term interests of “SHRI INVESTMENTS LTD”, its shareholders, customers and employees
  - To sustain employee morale, retain customer loyalty and avoid disruption in the performance of divisions being divested
- b. Strategy

Group communication activities are divided into 3 stages

  1. Announcement stage to unveil intent to divest
  2. Interim stage to reassure investors, customers and employees while buyers were found for the business being sold.
  3. Final stage in which the divestiture transactions were announced.
- c. Key Messages
  - i. Focusing on used trucks market will reduce “Shri”'s debt and align all the company's resources on “Shri”'s campaign
  - ii. The units being divested are excellent business

- iii. “Shri” will protect the interests of customers and employees of these businesses by selling them to buyers with the resources to help them achieve their fullest potential
- d. Target Audiences
  - i. Investment community
  - ii. Financial media
  - iii. Employees, especially those affected by the sale
  - iv. Drivers, single truck operators
  - v. Government and private institutions
- e. Budget
  - i. Rs. 10,00,000 for internal and external communications and paid advertising.

### **Step 3 : Communication Tactics – Implementation/Execution**

Responsible for

Small “in-house” team

PR agencies retained to assist with planning and implementation

Implementation

- 1) Stage 1
  - a. Investor meeting
  - b. Press conference
  - c. Management meeting
  - d. Written and other materials given to agents
  - e. Inform government officials, suppliers, trade association on first day
- 2) Stage 2
  - a. Annual meeting presentations
  - b. Employees opinions
  - c. Town meetings
  - d. Site focus group
  - e. Special transition news letters
  - f. Management communication with agents
- 3) Stage 3
  - a. Announcement about sales of manufacturing business (incorporated key message of the campaign)
  - b. Communications with employee and other target audience regarding the sales of manufacturing of business and invest in truck business

- 4) Stage 4
  - a. Track media coverage of Ram's announcement
  - b. Major articles appeared in national press, including fortune and business week magazine
  - c. Track price of stock
  - d. Track continuing sales of companies to see if the sales remained strong
  - e. Track employee turnover to see if employee stayed with companies that were sold.
  - f. Track the number of applications received for purchase of trucks and the agents working for the same.

## **8.5 SUMMARY**

In general public relations will help in managing the total communication of an organisation or of an individual. In marketing PR is mainly concerned with publicity in the context of which marketing public relations (MPR) was developed. Again it has been broadened to improve customer relations. Public relations professionals are concerned about 'encroachment' or the taking over by non-specialists, like marketers as well as management consultants. It has assumed an independent status also. Public relations professionals are handling the very complex world of internet communication. Public relations works in 4 stages. The four stages for successful public relations plan include research, planning, implementation and evaluation.

## **8.6 SELF ASSESSMENT**

1. What is the need of public relations?
2. What is the scope and role of public relations?
3. In what way does publicity differ from propaganda?
4. Write a short note on (a) lobbying and (b) ethics in advertising
5. What are the four stages of public relations?
6. What are three concepts in defining public relations?

## **8.7 SUGGESTED READING**

1. Sahi, Baldeo : Public Relations – A Scientific Approach.
2. Jethwaney : Public Relations, Concepts, Strategies and Tools.
3. Lesley : Hand Book of Public Relations.
4. Cutlip and Center : Effective Public Relations.
5. Mehta, D.S., : Hand Book of Public Relations

# **LESSON- 9**

## **PLANNING PR CAMPAIGN**

### **Aims and Objectives**

After reading the lesson, the student, will learn about

- Strategic planning for public relations
- Formative planning
- Public relations plans

### **Structure**

#### **9.1 Introduction**

#### **9.2 Mission and goals**

#### **9.3 Four-phase process**

#### **9.4 Strategic planning for public relations**

#### **9.5 Research**

#### **9.6 Redesigning of Plans**

#### **9.7 Summary**

#### **9.8 Self assessment**

#### **9.9 Suggested Reading**

### **9.1 INTRODUCTION**

Public relations planning shall start with a mission statement. In the beginning of the public relations planning the organization's mission statement and goals must be reviewed thoroughly. This review narrates the status of the organization, its tasks, and focus on every decision or any sub-unit taken by the organization. This should be especially true of public relations efforts.

### **9.2 MISSION AND GOALS**

Many public relations plans start with a copy of the organization's mission and goals. At this stage of documentation it should be clarified as to what role each department shall play in fulfilling the mission. It is also essential to specify what the supplementary units do and how they assist and support the organization in carrying out its mission. The next step of planning involves finalizing the target audiences. After this different planners structure their plans in various ways to reflect their views of what public relations are and what it does. Some put primary emphasis on policy research and issues management. Others emphasise on activities like publications, special events, speech writing, and media relations. Those who consider relationship-building as the essence of public relations often build their strategic plans around their organization's most important publics and target audiences.

### **9.3 FOUR-PHASE PROCESS**

Planning for Public Relations campaign involves a four-phase, nine-step process. The steps can as well be applied for campaign planning in public relations, advertising, and integrated communication. The process of finalizing these steps shall involve a strategic, deliberate exercise and they must be arranged in a sequence. Unless systematic planning is done and



hurriedly jump to draw conclusions by skipping research and analysis it can result in unwarranted assumptions. This might later prove to be costly, counterproductive and embarrassing. Careful planning results in programs that are proactive and preventative, rather than that are merely reactive and remedial. The steps in this process shall be flexible enough to allow for constant monitoring, testing and adjusting so that whenever necessary the process can be given the much needed new direction.

Experienced communication practitioners may not necessarily articulate the activities of the campaign into the following steps but mostly design the programmes on the lines of these nine steps. It is also found that for various reasons few practitioners don't do much planning. If they are honest at least at a later point they'll reorganize and reschedule the phases of PR campaign. Perhaps they don't go for formal planning either due to lack of time, resources or because of the unfavourable environment they don't proceed in the predestined plan. In some cases the client doesn't force the practitioners about action plan but want the end result. It has been established that such shortsighted consultants and clients usually don't last for long in the profession. Ultimately it is understood that whatever is the model of execution effective communication managers do plan. The good ones have learned how to build the research and planning components into their work and "sell" it to their clients and bosses.

#### **9.4 STRATEGIC PLANNING FOR PUBLIC RELATIONS**

##### Phase One: Formative Research

Step 1: Analyzing the Situation

Step 2: Analyzing the Organization

Step 3: Analyzing the Publics

##### Phase Two: Strategy

Step 4: Establishing Goals and Objectives

Step 5: Formulating Action and Response Strategies

Step 6: Designing Effective Communication

##### Phase Three: Tactics

Step 7: Selecting Communication Tactics

Step 8: Implementing the Strategic Plan

##### Phase Four: Evaluative Research

Step 9: Evaluating the Strategic Plan

#### **9.5 RESEARCH**

During Formative Research, the focus is on the preliminary work of communication planning, where there is a need to gather information and analyze the situation. In three steps, the planner draws on existing information available to the organization. It paves the way for a research program for gaining additional information needed to take up the real task.

1. **Situational Analysis.** Analysis of the situation is the crucial beginning to the process no doubt all those who are involved in this exercise i.e the planner, clients, supervisors, key colleagues and the ultimate decision makers-are in solid agreement about the nature of the opportunity or obstacle to be addressed in this program.
2. **Analyzing the Organization.** This step involves a careful and candid look at
  - its internal environment (mission, performance and resources),
  - its public perception (reputation) and
  - its external environment, (competitors and opponents, as well as supporters).
3. **Technique: Strategic Planning for Public Relations** provides an objective technique for setting priorities among the various publics, helping to select those most important

on the particular issue being dealt with. This step includes an analysis of each public in terms of their wants, needs and expectations about the issue, their relationship to the organization, their involvement in communication and with various media, and a variety of social, economic, political, cultural and technological trends that may affect them.

The second phase of the planning process involves the following steps.

Strategy, deals with the heart of planning: making decisions dealing with the expected impact of the communication, as well as the nature of the communication itself.

1. Establishing Goals and Objectives. This step helps to develop clear, specific and measurable objectives that identify the organization's hoped-for impact on the awareness, acceptance and action of each key public. A good deal of attention is given to objectives dealing with acceptance of the message, because this is the most crucial area for public relations and marketing communication strategists.

2. Formulating Action and Response Strategies. A range of actions is available to the organization, and in this step planner consider what he might do in various situations. This step includes typologies of initiatives and responses.

3. Designing Effective Communication. Step 6 deals with the various decisions about the message, such as the sources who will present the message to the key publics, the content of the message, its tone and style, verbal and nonverbal cues, and related issues. Lessons from research about persuasive communication and dialogue will be applied for the ultimate purpose of designing a message that reflects the information gained through Step 3.

Tactics: During the Tactics phase, various communication tools are considered and the visible elements of the communication plan are created.

1. Selecting Tactics. This inventory deals with the various communication options. The planner considers four categories:

- (1) face-to-face communication and opportunities for personal involvement,
- (2) organizational media (sometimes called controlled media),
- (3) news media (uncontrolled media) and
- (4) advertising and promotional media (another form of controlled media).

While all of these tools can be used by any organization, not every tool is appropriate for each issue. Following the menu review, the planner packages the tactics into a cohesive communication program.

2. Implementing the Strategic Plan. Here the planner develops budgets and schedules and otherwise prepares to implement the communication program. This step turns the raw ingredients identified in the previous step into a recipe for successful public relations and marketing communication.

Evaluative Research. This final phase, deals with evaluation and assessment, enabling you to determine the degree to which the stated objectives have been met and thus to modify or continue the communication activities.

3. Evaluating the Strategic Plan. This is the final planning element, indicating specific methods for measuring the effectiveness of each recommended tactic in meeting the stated objectives.

## **9.6 REDESIGNING OF PLANS**

Even though a planning has been finalized and a document is prepared, no plan is ever final and it keeps changing. Changes may be incorporated until all the goals are realized or

accomplished. A plan is a guide or a working paper, a suggestion of things to try to achieve specified objectives and a draft document that should be constantly changed and modified to fit the evolving conditions. The speed with which the organization and its operating environment change is a better gauge of how frequently its plans should be updated than a calendar. The critical thing is that the plans change often enough and sufficiently enough to adequately reflect the changes in the conditions they're trying to describe.

### **9.7 SUMMARY**

The plan of a particular campaign which identifies its audience and much needed relationships may remain unchanged for years, but the structure of the plan shall be carried forward. It should be constantly evolving. On the tactical level, objectives will be met and new ones will emerge. The latter are added to the plan, and the former removed. Objectives which remain unmet despite the best possible execution of the plans laid to achieve them require re- evaluation and another round of planning to keep them viable. For fast-moving, high tech organizations, plans need to be checked and revised on an almost weekly basis. For others, quarterly is often enough. And, for still others, an annual review is almost too often.

### **9.8 SELF ASSESSMENT**

1. What are stages involved in the planning of PR campaign?
2. Explain the campaign planning with an example.

### **9.9 SUGGESTED READING**

1. Chunnawala and Sethia : Public Relations
2. Cutlip and Center : Effective Public Relations
3. Lesley : Hand Book of Public Relations
4. Mehta D.S. : Hand Book of Public Relations

# LESSON-10

## PUBLIC RELATIONS AND ORGANIZATIONS

### AIMS AND OBJECTIVES

After reading the lesson, the student, will learn about

- Public relations services
- Fact finding
- Implementation
- Feedback

### Structure

- **10.1 Introduction**
- **10.2 Basic support services**
- **10.3 Fact finding**
- **10.4 Execution**
- **10.5 Testing of tools**
- **10.6 Decision making**
- **10.7 Feed back**
- **10.8 Summary**
- **10.9 Self assessment**
- **10.10 Suggested Reading**

### 10.1 INTRODUCTION

The role of public relations varies widely from organization to organization. Depending upon the type, size of the organization and the understanding of top management the PR department shall execute PR campaign. To achieve this objective proper use of public relation tools as well as the experience and training of the public relations staff go a long way. In many organizations, the public relations professional function as a member of senior management and participates in company's Management Committee.

### 10.2 BASIC SUPPORT SERVICES

Professionals of public relations will provide four basic support services to management. They are

**Formulation of opinions and attitudes.** It is the responsibility of public relations professionals to anticipate and inform management of trends and upcoming events which may affect the organization's reputation and operations. To accomplish this task, public relations uses both informal fact-finding tools such as clipping services, discussions, reading periodicals and telephone interviews and more formal tools such as opinion surveys.

**Counseling.** In organizations where top management is "Public Relations oriented," management seeks advice and counseling from public relations professionals and considers their recommendations. They also receive opinions from legal, financial, marketing, and operations experts. Most of the time Public Relations professionals are held in high esteem by top management and are confided. They owe the responsibility to seek out, identify, and recommend to management policies that will advance the organization toward its objectives.

**Communication services.** This is the core service of the entire campaign and its frequency is very wide and repeated in the exercise of public relations. In fact, many public relations professionals are involved in communication-related activities. The term, “communication services,” is much broader than simply issuing news releases and newsletters. It includes the total process of projecting the organization’s identity, whether through news media, setting corporate citizenship examples, or by preparing and distributing information in the form of videos, Internet and intranet sites, booklets, speeches, institutional advertisements, seminars and other formats.

**Promotion.** Promotional activities are those programs specifically designed to build the organizations good will among its constituencies. They may take the form of sponsoring community activities, athletic programs, scholarships, parades, open houses, increasing customer acceptance to indirectly stimulate sales, beauty competitions, charitable acts, and many other types of creative activities.

### 10.3 FACT FINDING

It is an informal research to find out the problems of an organization. Any public relation campaign has to begin with the appraisal of the problems of an organization and also the attitude of the public. Here is an example: For many years everything was well with a food products manufacturing company. But it was found that their products were losing the market. A market survey showed that there was no intense competition from other products. But an internal survey noted that it was company's staff, which was responsible for the downfall of the sales. That fact finding revealed that over 80 percent of the letters that were sent out to people should not have been written at all in the first instance because they lacked the communicative touch and went off without influencing the people towards their products.. To remedy the situation, steps were taken to improve public relation letter writing by the staff and in a relatively short-time business picked up. Fact-finding can be used for different purposes. It is the foundation to public relation planning and identifying discrepancies. There are several methods of fact finding such as personal contacts, mail analysis, opinion surveys, media reports, etc. Meeting with the executives and officers at the organization can also be a part of fact-finding programs.

### 10.4 EXECUTION

The execution stage of a PR plan outlines various communication methods or channels used to serve key stakeholders. Measurable actions necessary for stakeholder group or sub-group needs be identified to fulfill the objectives. Before developing a communication plan, there should be a discussion in which observable and measurable behaviors shall be coined. They will be different for different sections of people. Once the behaviors reflecting each desired value are defined, the behaviors can be measured before and after the communication plan is implemented.

Each communication activity should be based on whole range of objectives and strategies necessary to fulfill them. After implementation of the plan the results should be measured and should have been translated in quantifiable terms to estimate the results and the extent of success of the goals. The communication tools can be categorized into the following

- Stakeholder communication
- Employee communication
- Change communication
- Safety communication
- Investor/financial relations
- Media relations - corporate and marketing publicity

- Community relations
- Risk communication
- Issues management
- Crisis communication
- Event management
- Marketing communication
- Sponsorship activities

In communication strategy multiple channels are used in execution of PR. In this era of electronic communication along with traditional channels technical and literary channels many more channels are available to reach the public. Instead of one or two a combination of channels provides the most effective result. The communication tools selected and employed shall be primarily convenient to the sender and also effective in changing the behavior of the stakeholders as ultimately that is the expected outcome of any PR exercise.

Research has established that to change behavior or attitude multiple channels of communication must be put to use frequently till change is noticed. Since PR involves a large chunk of public in a society and they are of varied interests, ideas and understandings. For instance, in a open house meeting of rehabilitation of a particular government project a series of briefings, counseling, workshops and working groups shall be held with diversified groups of people such as politicians, NGOs, and obviously key government officials. Each target audience can be reached through credible and accessible channels of communication. Other than the regular techniques email, letters, faxes, reports, brochures, and media releases to the mass media, i.e. all forms of print and electronic media, as well as media conferences, face-to-face meetings, telephone contact, group meetings, teleconferences need to be arranged depending on the need of the situation.

### **10.5 TESTING OF TOOLS**

Before the tools are ready for implementation they should be tested on a focus group or a suitable sample of other people so that the actions can be finalized and readied to launch the PR campaign. Mere naming of PR campaigns with popularistic coinage won't be enough. The true spirit of activity shall be signified. For example in prevention of child abuse campaign by government can't just declare that the government is resolved to ban the trade of children. But it has to highlight the laws being made and implemented by the government so that the stake holders believe it in true spirit. Whether it is government or private if it is directly related to the specific publics the sense of belongingness should be promoted and an emotional connectivity is very much essential to motivate the people in the right direction. Most PR plans comprise a complex, interconnected range of activities and therefore a label based on one communication process can be a simplistic and limiting approach. It is always better to give a relevant and appropriate name also to the campaign.

The implementation phase requires decisions to be made about project management of the communication activity. The communication strategy document should outline the roles and responsibilities of the members of the project or campaign group. This is more important when the organizing committee comprises representatives from different areas within the organization. If external representatives from a PR consultancy, advertising or marketing agency are involved the clash of roles need to avoid beforehand itself.

## **10.6 DECISION MAKING**

Decision making in a timely manner is also essential in the execution stage. Unforeseen challenges might crop up in the middle and the teams might be forced to take a quick decision instead of waiting for the nod from authorities. The PR people should always be clear with the need to be made on timing, length, extent and cost of the implementation. If the logistics of the communication program are too large to be handled effectively by in-house PR staff, it may be necessary to use consultancies to assist in their effort. Instead of in house skills external consultants may have expertise in skills such as strategy development, issues and crisis management, media relations. They may also bring objective analysis and counsel unhindered by internal politics.

## **10.7 FEED BACK**

The last element of effective communication, feedback, describes the receiver's response or reaction to the sender's message. After the completion of execution the effectiveness of communication shall be measured. It denotes the extent to which the sender has succeeded in making the receiver understand his idea. This can be evaluated through feedback, where the receiver responds to the sender in the form of clarifications and doubts. Feedback is important because it helps to evaluate the effectiveness of the communication. The receiver can transmit feedback by many means the popular among them are through asking questions, making comments or just supporting the message that was delivered. Feedback helps the sender to determine how the receiver interpreted the message and how it can be improved. In the basic communication model, the receiver transmits feedback from Point B back to the sender at Point A. As a result the model has a cyclical appearance, as the original receiver becomes the sender and vice versa.

## **10.8 SUMMARY**

As a part of PR exercise professionals of public relations deliver four basic services to management. They are formulation of opinions and attitudes, counseling, communication service, and promotion. It is their responsibility to foresee and inform management of trends that is likely to affect the organization. To accomplish this task, public relations use both informal fact-finding tools. Sometimes management seeks advice and counseling from public relations professionals and considers public relations' recommendations. This will help in designing and redesigning new management policies in the organization. Communication services are essential to project the organization's identity by means of either mass media or outdoor activities. Promotional activities give a boost to organizations good will among its stakeholders.

## **10.9 SELF ASSESSMENT**

1. Write about the Structure of PR consultancies.
2. Explain about various types of consultancies
3. Discuss the functions of 'Agency' vs 'Consultancy'

## **10.10 SUGGESTED READING**

1. Chunnawala and Sethia : Public Relations
2. Cutlip and Center : Effective Public Relations
3. Lesley : Hand Book of Public Relations
4. Mehta D.S. : Hand Book of Public Relations

# **LESSON-11**

## **PR CONSULTANCY**

### **AIMS AND OBJECTIVES**

After reading the lesson, the student, will learn about

- Public Relations agencies in India
- Types of consultancies
- Distinction between agency and consultancy

### **Structure**

- **11.1 Introduction**
- **11.2 History**
- **11.3 India**
- **11.4 Structure of PR consultancies**
- **11.5 Types of consultancy**
- **11.6 Sizes of consultancy**
- **11.7 Agency vs Consultancy**
- **11.8 Specialized sectors**
- **11.9 Summary**
- **11.10 Self assessment**
- **11.11 Suggested Reading**

### **11.1 INTRODUCTION**

PR consultancy is an independent organization which works for number of different organizations. It helps many clients spread across different sectors. Currently PR consultancies are also getting specialized into subjects such as disaster communication, health communication, risk communication etc. PR consultancies will not only implement campaigns, they will also help plan and measure their success. They differ widely in size ranging from the offices of multinational practices down to individual practitioners who might work from home. While similarities exist between these differently sized operations there are also major differences between practitioners.

### **11.2 HISTORY**

In USA independent PR consultancies have been started since the beginning of the 20<sup>th</sup> century. “Publicity Bureau”, the first PR consultancy, was established in Boston in 1900 and Ivy Lee started his influential consultancy, “Parker and Lee” in 1904. In Britain the PR consultancy emerged as separate and independent away from advertising agencies in 1950s only. In mid -1960s large US consultancies such as Burson-Marsteller, Hill and Knowlton, opened offices in London. The development of their international networks in Europe and the Middle East and Asia followed on from their expansion into multinational clients such as Proctor Gamble and Coca-Cola.

### **11.3 INDIA**

In India initial penetration of PR had been slow leaving much scope for growth. But later it was so brisk that the internet and traditional media also penetrated exponentially giving rise to the quick growth of PR. International PR agencies like Ogilvy established themselves in India in mid-1980s. By early 1990s, after the opening up of the Indian economy, several other



PR agencies, notably Perfect Relations, Text 100 and Genesis started with complete focus on PR alone. This decade also saw the advent of Indian IPO agencies offshoots like Adfactors PR which began to offer PR services as a freebee along with their IPO services.

PR agencies have been successfully creating positive images. In 90s Indian PR sector started in a professional manner and the next decade was the growth era. They witnessed full buyout of Genesis by Burson Marsteller, and the investment in Hanmer & Partners by MS&L, a Publicis company were significant at that time. The new century saw new agencies being born with a new approach to PR. Edelman entered India by taking over Roger Periera, the grand old man of PR by 2008. The year 2008 witnessed the birth of 19 Communications, a specialist in Lifestyle, Entertainment and Hospitality PR. Unlike Edward Bernays and Ivy Lee in the United States, Indian Public Relations unfortunately did not have any mentor or any significant thought leader in the initial decade to reckon with.

After the economic slowdown and the resultant market crashes worldwide, several international PR agencies suffered enormous losses when clients cut back marketing budgets. This forced these agencies to turn to higher growth markets like India and China. India naturally took a higher priority due to its large English-speaking base, stable political governance and consistent legal structure. In this decade the corporates need for image building and strategic PR is very well understood and accepted.

#### 11.4 STRUCTURE OF PR CONSULTANCIES

In most medium to large PR consultancies the account management and handling will be broadly similar with the levels of powers and responsibilities. The consultancy will be headed by a managing director or Chief Executive followed by directors who lead the various departments of the business- such as financial communications, lobbying or consumer PR. Their role is a mixture of company management, HR and hands on PR management, and the accounts are all handled by account teams' structure in the same way. Account director will be in overall strategic charge of the account and responsible for ensuring that the team can meet their commitments and deadlines and resolve any major issues that might occur. Clients and PR consultancy work along with specific tactics such as media relations, to be used to meet the strategic objective during this period. A timeline will list who is responsible for which activity and what needs to be done during the time-frame. Account manager will take care of the day to day work on the account while account executives will carry out the implementation of the PR projects tactical programme and shall be responsible for day to day activities. They draft press releases and features, getting client approval for them, submitting the copy and organizing any photography, as well as dealing with any media and organizing events. Depending on the size of PR campaigns one, two or several account executives and managers work on specific aspects of the programme. The accounts director will be usually responsible for two or three different accounts again depending on the size of the individual accounts. Structures like this are flexible, based on the size of the PR Company, the size of the account and its scope. A typical account executive would work for two to three clients.

#### 11.5 TYPES OF CONSULTANCY

PR consultancies can be categorised in to the following types. The largest consultancies will offer all four services.

**Corporate Communications Consultancies.** This type of corporate communication consultancies try to protect a company's overall reputation rather than promoting products or services. Technology and healthcare are other fields of PR that are growing quickly with their own language and models. Public affairs and financial PR are highly specialized areas in the contemporary society.

**Consumer Consultancies.** This is the biggest category by far. Consultancies assist clients, design and implement campaigns to promote a brand, products or services to customers. Often companies will have links with other marketing activities such as advertising. Their main target is consumers- those who buy the products or services-and PR activity are likely to be supporting marketing campaigns. The communications will be one-way in order to try and persuade consumers to take a course of action.

**Lobbying Consultancies.** Companies, public bodies and charities will get advice from lobbying consultancies on how to put their case to governments, politicians and local councils. Lobbyists will alert their clients to political and regulatory issues that could affect and assist them in mapping out the political landscape.

**Financial Consultancies.** Financial PR consultancies manage a company's reputation among financial journalists, analysts and investors. They work with the public companies on announcing annual results and also in specific situations, such as stock market floatation, takeover battles, and mergers and acquisitions. Their communications are targeted at financial audience.

## 11.6 SIZES OF CONSULTANCY

There is a recurring debate about whether a client can be better served by a so-called 'one-stop' consultancy that offers all these services under one roof, or alternatively whether they are better going to a consultancy that specializes in a particular field. It all depends on the clients and their needs.

A PR consultancy will fall into one of the following categories.

**Small / medium size companies.** By far the largest number of PR companies are those with one to ten employees. Being small does not mean however that the company cannot handle large, national, or international clients.

**Multinational PR companies.** The growth of large multinational PR firms has been similar to that of international accountants and law firms-responding to the growth and demands of clients operating in global markets. Multinational clients and brands such as McDonalds, Starbucks need advisers and services that can operate in the same international markets as they do and understand both the needs of the company or brand and also the specific local needs and situations.

**Consultancies with a regional network.** Such consultancies will typically have a central head office covering accounting, human resources, management, marketing and a series of regional offices. For large clients wanting to work with regional media such consultancies are attractive because they provide regional support and crucially, contact with and a knowledge of the local media. The head office will feed accounts to the regional office which will not only be expected to work on the national accounts but also to win their own share of local business.

**Large companies but without local network.** Many special financial and public affairs consultancies are in this category. They are large companies but they don't have a regional network.

**Freelance PR practitioners.** Over the years there has been a significant growth in 'lifestyle' practitioners, mainly working on their own from home. This is an area which has benefited from the changes and developments in modern communications such as email, internet, and skype, which means that a fully functional office can operate from anywhere.

## 11.7 'AGENCY' VS 'CONSULTANCY'

Among the nomenclature PR agency and PR consultancy which one would be better in the spirit of PR? The term "PR agency" is commonly noticed in many books, magazines, and

conversations rather than “PR consultancy”. But really does it matter which term is used? Yes, it does and it is not simply a word game, as the distinction between advertising and PR raises some fundamental issues about the nature of the work carried out. Advertising agencies are agents of the media, and some of their income derived from the commission on advertisements they place on behalf of their clients. The commission is an incentive from the media owners to attract advertisers and sometimes it is split between agents and clients.

Only recognized media agencies will have accreditation with media owners and receive commission. The key is that there is a financial relationship between the agency and media. A PR consultancy has no financial relationship with the media because it cannot control and are not sure about what it sends to the media will be used or even it will be used at all. If there is financial relationship between PR consultancy and media owner, that is, if the editorial is paid for, then it is a form of advertising known as advertorial and should be clearly marked as such.

**Services offered by consultancies.** The range of services offered by either large or small consultancies is mostly similar and includes;

- Media relations
- Crisis and issue management
- Internal / employee communications
- Strategic communications advice / planning
- Media training
- Outsourced / external press office management
- Reputation management
- Event management

## 11.8 SPECIALIZED SECTORS

The growing trend in PR consultancies is for them to specialize in specific sectors such as consumer, financial or public affairs. The structure of PR consultancies and the job titles account director, manager, executive etc. follow the convention found in advertising agencies. This is understandable given that both deal with a process that involves handling external client. However, some of the job functions and titles are changing to suit the specific circumstances of a PR consultancy. This also ties in with some new consultancies where the distinctions between PR and advertising are breaking down and integrated consultancies are working on a range of solutions based on specific needs. There is a wide variation in PR consultancies, reflecting the growth of the industry and also it's increasing specifications and fragmentation. Yet growth and good news cannot disguise some of the problems the industry faces- staff churns, especially among new entrants, the consistent delivery of quality services to clients. PR degrees and professional qualifications will play an important part in the drive to improve quality in the industry.

## 11.9 SUMMARY

PR consultancy is an independent organization which renders support to individuals or organizations to promote their image and understanding in its public. PR consultancies which were sector centric are also specializing in certain areas and subjects. The concept of consultancy independent PR consultancies has been started in USA since the beginning of the 20<sup>th</sup> century. In India initial penetration had been slow but picked up later. The internet and traditional media also grew exponentially giving rise to the quick growth of PR. In India International PR agencies like Ogilvy established branches in mid-1980s. PR consultancies can be categorised in to Corporate Communications Consultancies, Consumer Consultancies, Lobbying Consultancies and financial Consultancies.

**11.10 SELF ASSESSMENT**

1. Write about the role of Agencies in PR.
2. Discuss about the size and the functions of various agencies in a PR sector.

**11.11 SUGGESTED READING**

1. Mehta, D.S. : Hand Book of Public Relations
2. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, surjeet Publications, Delhi.
3. Rayudu, C.S. and Balan K.R. (2009) Principles of Public relations, Himalaya Publishing house, Mumbai.

# **LESSON-12**

## **TOOLS OF PUBLIC RELATIONS**

### **Aims and Objectives**

After reading the lesson, the student, will learn about

- House journals
- Brochures
- Photography

### **Structure**

#### **12.1 Introduction**

#### **12 .2 House Journals**

- 12.2.1 Printed House Journal
- 12.2.2 New Technologies
- 12.2.3 Types Of House Journals
- 12.2.4 Forms Of House Journals

#### **12.3 Brochure**

#### **12.4 Photography**

- 12.4.1 PR And Photography

#### **12.5 Oral Communication**

#### **12. 6 Summary**

#### **12.7 Self Assessment Questions**

#### **12.8 Suggested Reading**

### **12.1 INTRODUCTION**

Public Relations includes a host of activities – Press Relations, Advertisements, Publications, Audio visual and outdoor media, Community Relations, organizing Conferences and special events such as Seminars and Entertainment. It also includes corporate, financial, government as well as international Community relations etc. All these activities formulate the image of the organization by means of different media such as Print, Radio and TV through news, features and editorial columns. There are various tools that can be used in the practice of PR. Traditional tools include mostly print formats such as press releases and media kits which are sent out to generate positive press on behalf of the organization. Other widely used tools include brochures, newsletters and annual reports. Increasingly, companies are utilizing interactive social media, such as blogs, Twitter and Face Book, as tools in their PR campaigns. Traditional tools allow only one-way communication, social media allows the organization to engage in two-way communication, and receive immediate feedback from their various stakeholders and publics.

### **12 .2 HOUSE JOURNALS**

The world has changed from an industrial society to an information society, and innovations coupled with technology transformed world in all its dimensions. Communication and information technology has increased the speed of dissemination of a

message to reach the receiver, almost immediate, even over long distances. New technologies have impacted public relations, giving it ample opportunities for reaching the organization's internal and external publics much faster.

The tremendous pace of change in modern organizations poses various communication challenges for the public relations practitioner. In order to remain effective and to accommodate the demands of a rapidly changing organizational environment, the public relations practitioner has to be aware of, and identify with, developments in this dynamic field. Internal communication in the organization is no exception.

According to Gordon (1998) internal communication has shifted from the printed house journal to electronic communication, Intranets provide employees with new information on policies and strategic decisions from the top Management of the organization on a daily basis. The speed of internet Technology allows employees to learn about new developments as they occur, rather than having to wait for the next printed house journal.

The opinion that due to spree of technologies printed house journal is doomed to extinction prevailed. But the printed house journal will never entirely be replaced by new technologies such as the intranet, e-mail and the electronic newsletter. It has its own advantages such as providing an opportunity for more in-depth articles and to feature employee profiles. New technologies, provide immediate and important information to employees, and complement the printed formats. Both the printed house journal and new technologies can play a decisive role in enhancing internal communication in the organization in this new information society.

### **12.2.1 Printed house journal**

Internal communication used to be the most neglected area in organizational communication earlier. But it is no longer the case. Managers now are aware that the employee is the organization's most important public. Most managers uniformly agree that the house journal is not a luxury, but a necessity in a organization in this new information society.

Printed house journal as an internal communication channel is still regarded as an effective means of communication. It is no longer just a managerial communication channel, but it also carries items such as employee achievements and other newsworthy items amongst others. Employees prefer reading about their colleagues and their own achievements.

Printed house journal have, in many instances, transformed due to factors such as organizational growth, change, a greater need for transparency between management and employees, and a greater awareness of cultural diversity. Internal communication has, in particular changed, in response to changes in the organizational environment. If an organizational environment is unstable, then employees require greater and more open information from management. By keeping abreast of organizational developments via a traditional communication channel such as the printed house journal, employees have some degree of control over this unstable environment.

Even though the printed house journal remains an important channel for internal communication, it should be updated regularly according to the needs employees. Regular survey should be conducted within the organization regarding its readability, the kind of articles employees want to read, and the perceived relevance of the information. The printed house journals should be revamped according to the results of regular reader surveys.

In the information society that we live in today, employees need important information immediately because it will be obsolete tomorrow. In an age of abundant information and rapid changes managers can no longer be productive by waiting until the end of the month to communicate outdated information in a printed house journal. Another

problem faced by the printed house journal is a general lack of feedback. While letters to the editor do provide a forum for feedback, most readers do not take the time or trouble to respond, partly because of the amount of time that passes before they eventually see their letters in print.

Though the printed house journal cannot provide immediate information to employees due to its monthly deadlines, it remains an excellent communication channel for internal communication, provided that it accommodates a dynamic organizational environment. It remains an excellent communication tool for providing readers with in-depth news about employees, their achievements and other news of the month that will improve the general spirit and working environment within the organization.

### **12.2.2 New technologies**

New technologies are characterized by their interactivity and by the ability of users to communicate with other users through electronic communication channels. Public relations practitioners are particularly faced with a new communication challenge, as they can now choose between a vast array electronic newsletters. The electronic media differ from print media in areas of design and layout, publicity, distribution, maintenance of subscriber list and dealing with back issues. It is also less expensive to produce than print media, while distribution is done instantly. Intranets and the use of E-mail are rapidly becoming the preferred media for internal communication, especially within very large organizations which usually set up internal communication network that use internet technology.

The introduction of the intranet has also made the communication message more consistent, accurate and timely and target messages to specific employee groups that much better. The writing follows radio news style, aimed at one person or an issue, rather than the mass audience of print media. Items are also shorter and often include a contact person's name and telephone number. This gives employees, the opportunity to react to important information much sooner.

The internet facility offer several advantages over their printed versions. News items can be made available to employees immediately, before their relevance is diminished. Electronic newsletters encourage immediate feedback. Because electronic newsletters are timely, the editor receives ample feedback which often improves its content. Electronic newsletters definitely solve some of the problems associated with the printed house journal such as lack of timeliness and old news.

They remain popular because it can be read quickly if it has a crisp writing style. This writing style not only makes it more informal but also presents a more personalized form of communication to employees.

Simultaneously communicators such as public relations practitioners need to understand that electronic communication will never substitute print media such as the house journal. They have become an indispensable tool that augments and enhances the communication process. The printed house journal also has definite key advantages such as more in-depth news and the opportunity to feature employee profiles. New technologies should only complement the printed house journal by providing immediate and timely information to employees in this information society.

### **12.2.3 Types of House Journals**

Generally four types of house journals are published aspart of Public Relations exercise. They are

1. Magazines of A4 size.
2. Newspapers like tabloids.
3. Newsletter of 2 to 8 pages.
4. Wall newspaper like a poster.

The following points need to be understood while planning a house journal

1. Determining Readership.
2. Quantity.
3. Frequency of publication
4. Policy
5. Title
6. Printing process
7. Style and Format
8. Priced or free
9. Advertisement
10. Distribution
11. Budgeting
12. Considerations
13. Obtaining material
14. Designing New Forms of House Journals

The publics of house journals include the staff of the organization, its customers, dealers, share holders and also other sections such as

- The traders or distributors who can be educated about a company and its products.
- Users, formulators, designers and others who could be shown how to use products such as materials, components or ingredients.
- Professionals to whom products and services of interest can be described and explained.
- Patrons and organization's guests
- Customers
- Opinion leaders and those who matter need to be informed.

In recent years following four new forms of house journals have given new dimension to management employee relations. They are

1. Audio Tapes.
2. CD/Video House journals.
3. Corporate video.
4. Electronic Newspaper.

**12.2.4 Forms of House Journals** Various forms of house journals are in vogue but only few traditional types are used. They are:

- **Newsletter:** A digest of news for busy employees like management, technicians and others in the organization which also acts as a tool of external communication.
- **The magazine:** It contains features, articles; pictures etc and its frequency can be monthly or quarterly.
- **Tabloid newspaper:** It resembles a popular newspaper.
- **Wall newspaper:** This is a very useful form of staff communication that is found in one location like a factory, a store or a hospital. It will be something like a poster - something like used by Pakistan / British rail for its stations etc.
- **Sales Bulletin:** Normally exchanged between a sales manager and sales staff which could even be weekly.
- **Annual report:** It is a storehouse of information in which a whole range of topics From turnover to trading activities, welfare measures, future plans are given in detail.



The major objectives of these publications are to inform employees about company's policies and practices, to stimulate increased production by recognizing good individual performance and stressing the need for increased output by workers and to help improve morale and promote loyalty. The content of the house journals includes news about employees, management policies and activities, company's progress. It is generally planned, designed and written by a public relations staff, by a sales promotion staff or by an outside agency sometimes. In large company's separate section of the PR department is set up to handle publications. People associated with this publication should be good reporters, features writers who know an objective view point, and should have creative imagination, and an understanding of layout, make up and production. These journals are distributed by mail, at the employee's work places or at plant exits depending on the strength of the organization. Some of the journals are sent to the employees homes also as the families can be exposed to them and understand the situation at the spouses work place.

### 12.3 BROCHURE

A brochure must get the reader's attention with an emotional appeal, a provocative question, or a benefit statement. Around 80% of people will not open a brochure that does not give a prime benefit or a compelling reason on the front cover. The brochure must tell the reader exactly what the company want them to do, and invite them to do it immediately (perhaps a limited time offer, or some other reason for them to act now). The words in the brochure are the real selling points. Pictures are great, but the words do the selling. The brochure is not an attractive decoration for the company and so do not let a designer make it one. it need not be a literary masterpiece, and so keep it short, compelling, easy to read and above all, avoid the use of jargon.

One need not be afraid to sell his or her company in the brochure. Readers know that they are reading a promotional piece. They are reading the information on their own free will. And the brochure will not seal the deal. It will only pave the way for the salespeople to follow up. Though internet marketing is the order of the day in order to succeed, every online company must have brochures and other forms of printed sales literature to hand out to customers and prospects.

An online company needs printed sales literature for two reasons:

- 1. Credibility:** People expect a "real" company to have printed sales literature. It's easy to afford spending thousands of rupees on business cards, letterhead etc. and call yourself a corporation.
- 2. Time-Saving:** People want printed material to take home and read at their leisure. They can be directed to the Web site, but a brochure adds a personal touch, tells your prospect customer what the product or service can do for them and why they should buy from you. Brochures also support other advertising, direct mail, online promotions, and can be used as a sales tool by distributors.

#### Tips for writing a brochure

One must write the brochure or leaflet from the reader's point of view and the information must unfold in the right order. Start by analyzing what the reader wants to know and an easy way to do this is by assessing the order in which the reader's question will follow. The brochure should answer the likely questions of a reader in a logical sequence following the reader's train of thought. A good way to organize points is to write down the questions a potential customer might have, and the answers the brochure might supply.

One should not make the common mistake of couching their services in technical jargon. Thought provoking statements should be developed which in turn will motivate the

reader to pick up the brochure and open it. It should create such an interest that something inside which will be of interest to them like an exclusive invitation, a free report, special discount or advance notice of sales.

In brochures of eight pages or more, a list of contents is useful. Make the list in bold and separate it from the rest of the text. While describing the product draw up a list of product features and highlight them. One should remember that the purchaser of the product is not always the user so there may be more than one benefit for each feature.

Putting helpful information in brochure will encourage the reader to keep it, refer to it often or pass it on to the people. If you are selling skin care products you can give readers tips on how to combat pimples, dry skin, fine lines and wrinkles.

There are no shape constraints for brochures. It need not be in A4 size. It could be designed in innovative shape like a leaf, stick, carton figure etc. Season tickets to cricket matches can be designed in the shape of a cricket ball. Using imagination when designing your brochure can produce better than average results.

Instead of telling the reader how the company can help solve his problems, it is more interested in telling the reader about itself. Every brochure should be organized so the reader can flip through the pages and easily find what they want. Provide clear signposts or headlines throughout the brochure. Regardless of how you organize your brochure, there's only one way to end it. Ask for action, if you want your reader to respond, include a toll free number, reply card, or some form of response mechanism. In fact, to increase your brochure's selling power you should include your offer and a response mechanism on every page.

## **12.4 PHOTOGRAPHY**

A written or spoken message which might take a long time to convey, and which might be easily be misunderstood, can often be conveyed in a few moments by photography. It is obvious that photography, one of the main visual aids, can be most powerful public relations weapon. Particularly graphic photographs can sometimes tell a complete story without any support from words.

Efficient use of photography can only come after careful consideration of the problem, campaign, or purpose with which a P.R.O. will be able to decide where and how photographs will best aid his work.

Generally, photographs are used under the following four headings;

- Consumer press, including national and provincial newspapers, women's and general magazines.
- Technical and trade publications
- Organization or company publications and promotional material including annual reports and company brochures
- Exhibitions and displays.

### **12.4.1 PR and Photography**

Photography is an essential element in public relations but commissioning professionals can be expensive. It is therefore vital for a PR practitioner to provide a detailed brief and, if he is directly involved in some way, to be prepared himself.

*Write down a proper brief.* This should contain details of the location, expected site conditions, contacts with whom the photographer will need to co-ordinate, photographic medium to use such as digital, negative film, transparency film and so on.

*Make sure chosen photographer gets the brief in good time.*

*Advise all parties to be prepared.* Especially at locations where photography is to take place. If uniforms are involved, make sure staff has new ones.

*Check safety issues.* If any employees are to appear in the pictures, then ensure they are wearing and/or using any mandatory safety equipment and procedures.

*Now is a good time to clean thoroughly.* Make sure any products or company signage that may appear in pictures are thoroughly clean. A camera lens in the hands of a professional will show those sticky fingerprints!

*Fix those broken lights.* Photographers will usually bring their own lighting. However, rows of missing light tubes never look good in pictures.

*Always use new product if possible.* For tabletop photography of smaller products, make sure each product is in perfect condition, bag and label it for the photographer.

*Think about scale.* Sometimes small components give no sense of scale once photographed. Therefore, ask the photographer to include a small coin, ruler or some other comparison of size in the picture.

*Be on hand.* Sometimes the best shots come from improvisation on the day. The photography may need quick authorization to gain full co-operation of other staff members or gain access to more sensitive areas.

## 12.5 ORAL COMMUNICATION

Oral communication is similar to interpersonal communication where there is two way communications. Also called face to face communication or person to person communication this was the only form of communication when there were no means of modern communication. Oral communication is an effective PR tool which allows for questions and clarifications.

Several forms of communication are used in public relations, including formal speeches, round-table conferences, panel discussions, question and answer discussions, interviews, informal conversation, and demonstrations.

### Usage of oral communication

Oral communication is generally used

- To respond to questions posed by the general public and clients about activities and services. Self-employed public relations and communications professionals respond to questions about availability. Entertainment agents respond to requests about artists and potential bookings.
- To direct and instruct junior staff and co-workers to achieve communications objectives. For example, public relations and communications professionals assign tasks to subordinates and direct announcers recording promotional messages.
- To represent their organization at public events and consultations. They greet guests, deliver presentations and speeches to promote their organization, solicit donations and introduce events.
- To conduct formal and informal interviews. They select questions to maximize the amount of information gathered while keeping subjects comfortable.
- PR and communications professionals request photographers provide alternate photographs that more adequately meet the need. They negotiate contracts, terms and deadlines with writers, designers and printers.
- Present and discuss project objectives, plans, approaches and status to co-workers, colleagues, supervisors and clients. They often work with teams and may be responsible for leading these teams. They collaborate with counterparts at other organizations to plan joint initiatives.
- To call potential donors, members, the public and the media to persuade. They must

effectively describe the organization and value and purpose of initiatives to garner support.

- To answer questions posed by the media in person, on the phone and during live radio and television interviews. They describe their organization, specific initiatives and activities and in some cases solicit donations. They must be clear, succinct and persuasive to achieve the desired outcome.

### **Modes of Communication Used**

- In person to discuss ideas during meetings.
- Telephone/ mobile phone to persuading potential donors and media for support.
- Others such as video conferencing, public address system. For example, talking into microphone during presentations and events.

## **12. 6 SUMMARY**

In creating effective public relations publications play a crucial role. They will have more life than others, send so many messages and convey more information to many people simultaneously. The House journals, brochures, pamphlets, handouts, hand bills will boast of readymade impact on the minds of the public. The printed material can act as reference and can be used repeatedly for long. Because of small size and convenient shape they become handy and can be taken to any place easily. In the form of house journals and brochures public can find a flat form to voice their points, express the opinions get clarifications which become documentary evidence for further follow up.

## **12.7 SELF ASSESSMENT QUESTIONS**

1. Explain the importance of house journal for an organisation
2. List out the various types of house journals.
3. How important a brochure is to the publics as well as media?
4. What are precautions need to be taken while designing a brochure?

## **12.8 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations.
3. Cutlip and Center : Effective Public Relations.
4. Lesley : Hand Book of Public Relations.
5. Mehta, D.S. : Hand Book of Public Relations

# LESSON-13

## PR AND MASS MEDIA

### AIMS AND OBJECTIVES

After reading the lesson, the student, will learn about

- Print media
- Electronic media
- Digital media
- Cross media

### Structure

- **13.1 Introduction**
- **13.2 Print media**
- **13.3 Electronic media**
- **13.4 Digital media**
- **13.5 Cross-media**
- **13.6 Summary**
- **13.7 Self Assessment Questions**
- **13.8 Suggested Reading**

### 13.1 INTRODUCTION

In the environment of Mass media around us TV, radio, and internet, newspapers and magazines change the goals of society, especially through opinion leaders. Compared to others the printed word goes a long way to widen the field of education to make people responsible citizens. Generally majority people learn to read, listen, watch- critically and intelligently- and write so as to design his life most efficiently and satisfyingly. Those who choose to write can expect meaningful, often exciting lives. As experts in 'printed word' they can help shape our destiny. All forms of Print media are most tangible platforms to convey an idea or ideas from the one or few to many people. It transfers information in words and visuals, imaginative photography on to a format of paper such as news paper, magazine, brochure, poster, and giving shape to the ideas on somewhat permanent platform like paper which can have good amount of shelf life. Print provides the best option for expression of ideas laid out in such a way as to attract readers.

### 13.2 PRINT MEDIA

*Newspapers.* Most of the efforts of the professionals in public relations are through forms of print media, primarily newspapers. These are usually the most visible outlets on college campuses, especially school newspapers, and in the local community. The history of newspaper in India began in 1780 and now Newspapers in India are published in almost all the languages spoken in the country. Newspapers and magazines in India are independent and usually privately owned. About 5,000 newspapers, 150 of them major publications, are published daily in nearly 100 languages. Over 40,000 periodicals are also published in India. They collect news from the news agencies such as the Press Trust of India (PTI), United

News of India (UNI), Samachar Bharti and Hindustan Smachar. The periodicals specialize in various subjects but majority of them deal with subjects of general interest. During the 1950s, 214 daily newspapers were published in the country. Newspaper sale in the country has increased by 11.22% in 2007. By 2007, 62 of the world's best selling newspaper dailies were published in countries like China, Japan, and India. India consumed 99 million newspaper copies as of 2007, making it the second largest market in the world for newspapers.

India publishes the largest number of `paid-for titles` in the world. In 1997, the total number of newspapers and periodicals published in India was around 41705, which include 4720 dailies and 14743 weeklies. However, in the last one decade the news media in India has also started their own accompanying news website. A new class of newspapers in India is entirely internet based. Indian print media is at a massive business in the media world and its newspapers are said to offer majority of national and international news.

**Press release.** The press release is the most common material provided to media outlets. These documents provide a brief, yet thorough, description of an upcoming activity, whether it is rush or a service project.

**Photographs.** There are usually two types of photographs in publicity portrait shots, where people pose for the camera and smile, and candid, where the subjects are doing something.

**Interviews/features.** Here there is lot of room for different interpretations. More often than not, press releases will not be printed as they are produced. Even though your media contact is the best it is likely to be rewritten by them, possibly including additional quotes or information they research on their own your press releases should be written well enough. However, there are also times that a press release will encourage a reporter to do more, such as conduct a full interview with chapter members or write a feature article on an upcoming project. While doing sponsorships one should try to brand it with the event simultaneously.

**Brochure.** A booklet published by the organization which contains the organizations background, its ethics, vision, mission, its past, present and future projects, its USP, etc. A brochure given to new employees to give them a gist of the organization.

**Poster and calendar.** Any poster or calendar used to achieve a public relations objective.

**Written speech.** The typewritten or printed text of a speech given to achieve a public relations objective is another type which is often used by PR personnel.

**Internal newsletters other publications.** These days almost all the companies print their own newsletters, in which information about the company, its profits, employees etc. is given.

**Letters to the editor.** Submitting these articles does not require a media contact. This also gives an opportunity for any member to submit a letter on their chapter for printing in a local or campus newspaper.

### 13.3 ELECTRONIC MEDIA

Electronic media (also known as Broadcast media) transmit their information electronically and comprise television, film and radio, movies, CDs, DVDs and some other devices like cameras and video console. Electronic media is a part of mass media. Internet media is able to achieve mass media status in its own right, due to the many mass media services it provides, such as email, websites, blogging, Internet and television.

**Broadcast.** With all technological endeavours a number of technical terms and slang are developed in this media. Television and radio programs are distributed through radio broadcasting over frequency bands that are highly regulated. Such regulation includes determination of the width of the bands, range, licencing, types of receivers and transmitters used, and acceptable content. Cable programs are often broadcast simultaneously with radio and television programs, but have a more limited audience. By coding signals and having a

cable converter box in homes, cable also enables subscription-based channels and pay-per-view services.

A broadcasting organization may broadcast several programs at the same time, through several channels. The sequencing of broadcast of content in a broadcast is called a schedule. On the other hand, two or more organizations may share a channel and each use it during a fixed part of the day. Podcasting is an asynchronous broadcast/narrowcast medium, with one of the main proponents being Adam Curry and his associates the Podshow.

### **13.4 DIGITAL MEDIA**

Digital radio and digital television may also transmit multiplexed programming, with several channels compressed into one ensemble. When broadcasting is done via the Internet the term webcasting is often used. In 2004 a new phenomenon occurred when a number of technologies combined to produce pod casting. The Internet (also known simply as "the Net" or less precisely as "the Web") is a more interactive medium of mass media, and can be briefly described as "a network of networks". It consists of millions of smaller domestic, academic, business, and governmental networks, which together carry various information and services, such as e-mail, online chat, file transfer, and the interlinked Web pages and other documents of the World Wide Web.

By the end of the 20th century, the advent of the World Wide Web marked the first era in which most individuals could have a means of exposure on a scale comparable to that of mass media. The invention of the Internet has also allowed breaking news stories to reach around the globe within minutes. Anyone with a web site has the potential to address a global audience, although serving to high levels of web traffic is still relatively expensive. It is possible that the rise of peer-to-peer technologies may have begun the process of making the cost of bandwidth manageable. Although a vast amount of information, imagery, and commentary (i.e. "content") has been made available, it is often difficult to determine the authenticity and reliability of information contained in web pages (in many cases, self-published). This rapid growth of instantaneous, decentralized communication is often deemed likely to change mass media and its relationship to society.

### **13.5 CROSS-MEDIA**

The process of distributing the same message through different media channels is called as "Cross-media". A similar idea in the news industry is known as "convergence". Cross-media publishing refers to the ability to publish in both print and on the web without manual conversion effort. Wireless devices with mutually incompatible data and screen formats make it even easier to achieve the objective mass communication". The Internet is quickly becoming the center of mass media. Everything is becoming accessible via the internet. Instead of depending on a newspaper, people can log onto the internet either in their systems or even in mobile phones. For example, many workers listen to the radio through the Internet while sitting at their desk.

Even the education system relies on the Internet. Teachers can now communicate entire class by sending one e-mail. They may have web pages where students can get another copy of the class outline or assignments. Some classes have class blogs in which students are required to post weekly, with students graded on their contributions.

### **13.6 SUMMARY**

Mass media includes print media of news papers, magazines, journals along with broadcast media such as TV, Radio. Recent addition of internet, e-newspapers and e-magazines changed the face of mass media. With the availability of multiplicity of media the PR could gain much compared to earlier times. It is already established that printed word goes a long way in educating the masses. The advent of TV channels especially news channels helped people learn to read, listen, watch- critically and intelligently. They disseminate information in words and visuals, imaginative photography on to a format of paper such as news paper, magazine, brochure, poster, and give shape to the ideas on platforms like paper which can have good amount of shelf life. These forms and formats of Mass media provide the best option for expression of ideas.

### **13.7 SELF ASSESSMENT QUESTIONS**

1. Write about the utility of Print media in PR campaigns
2. Do electronic media have a role to play in promoting PR. Discuss with suitable examples?
3. Digital media is the order of the day. Do you agree? Identify its role in PR
4. Explain the contribution of Cross-media in PR campaigns.

### **13.8 SUGGESTED READING**

1. Chunnawala and Sethia : Public Relations
2. Cutlip and Center : Effective Public Relations
3. Lesley : Hand Book of Public Relations
4. Mehta D.S. : Hand Book of Public Relations



# LESSON-14

## MEDIA RELATIONS AND TOOLS

### AIMS AND OBJECTIVES

After reading the lesson, the student, will learn about

- Press Release
- Press Conference
- Media kit
- Media tours

### Structure

#### 14.1 Introduction

#### 14.2 Strategy for Media Relations

#### 14.3 Tools Of Media Relations

#### 14.4 Press Release

#### 14.5 Press Conference

#### 14.6 Media kit

#### 14.7 Media tours

14.7.1 Strategic Intent

14.7.2 Integrated PR Design

14.7.3 Execution

14.7.4 Return on Investment

14.7.5 Integrated Public Relations (IPR)

14.7.6 Social media vs. corporate websites

#### 14.8 Summary

#### 14.9 Self assessment questions

#### 14.10 Suggested reading

### 14.1 INTRODUCTION

The media is a very important resource in corporate public relations. It is a primary source from which the general masses receive information about a company's performance and its objectives. Hence, it is important that there is a good relationship between organizations and media. Unfortunately, misunderstandings often arise between the two parties. Corporate executives often feel that the media coverage is usually inaccurate, incomplete, inadequately researched, unfavorable and biased. Journalists and media counter that their job of publishing or reporting is difficult because of non cooperation from managements.

The PR practitioner mediates and regularly informs the media about its client company. In other words, corporate PR practitioners use the media to build public trust in big business.

Media relations involve working with various media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and

credible manner. Ideally, this means coordinating directly with the people responsible for producing the news and features in the mass media. The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising. It is a common practice among many people to use the terms public relations and media relations interchangeably. However, doing so is incorrect. Media relations refer to the relationship that a company or organization develops with journalists, while public relations extend that relationship beyond the media to the general public.

A positive working relationship with media personnel can be established only by getting a better understanding of media "beats" and areas of interests. Media relations and public relations practitioners should read as many magazines, journals, news papers and blogs as possible to get good acquaintance with the happening around.

## 14.2 STRATEGY FOR MEDIA RELATIONS

Working with the media on behalf of an organization allows for awareness of the entity to be raised as well as the ability to create an impact with a chosen audience. It allows access to both large and small target audiences and helps build public support and mobilizing public opinion for an organization. In order to achieve this goal, a solid media relations strategy needs to be designed based on three factors. They are

- to study the beliefs of company executives about the media as well as: their past experiences with *the* media.
- researching the company's publics and their opinions
- learning about the media; that is having an index of all media in the community and knowing "what each media outlet reaches and what are their numbers."

The core of public relations i.e. media relations include all efforts to publicize products or the company to members of the press viz., TV and Radio, Newspaper, magazine, newsletter and Internet. In garnering media coverage, PR professionals work with the media to place stories about products, companies and company spokespeople. It is important to remember that media placements come with good stories and no payment is made to the media for placements. In fact, in order to maintain the highest level of credibility, many news organizations restrict reporters from accepting even the smallest gifts (e.g., free pencils with product logo) from companies. Unfortunately, today "paid news" being published in the media due to the lobbying of government agencies and politicians.

Through Press relations good rapport can be established with editors, reporters, expert writers of the fields such as business, science political writers etc. The relationship between press and organizations become very vital and involve special effort. There must be a community of interest between the news writers and the public relations officials. The departments of public relations provide a good source of reliable news and information.

## 14.3 TOOLS OF MEDIA RELATIONS

Key tools used in media relations include

- **Press Release:** Media, especially small local newspapers, may accept articles written by companies often as filler material when their publication lacks sufficient content. PR professionals submit information releases through syndicated services (i.e.,

services that supply content to many media outlets) or directly to target media via email, fax or snail mail in the form of press release.

- **Press conference:** The purpose of press conference is to obtain publicity in connection with vitally important news such as the introduction of a new product, settlement of a large dispute, change in management, expansion, corporate reorganization accidents, disasters and natural calamities. On rare occasions press conferences are arranged by public relations directors.
- **Press Kits:** They include written information such as a news release, organization background, key spokesperson biographies and other supporting materials that provide information useful to reporters.
- **Audio or Video News Releases:** These are prerecorded features distributed to media that may be included within media programming. For instance a local news report about amusement parks may include portions of a video news release from a national amusement park company.
- **Website Press Room:** While hard copies of materials are used and preferred by some media, marketers are well served by an online press room that caters to media needs and provides company contact information.

As everyone knows, many story ideas for newspapers, magazines and television news often start with suggestions from a PR person. If things work out, a reporter or editor will, at best, write a positive story with the company as a key feature or, at minimum, include the company's name somewhere within an industry-focused article.

#### 14.4 PRESS RELEASE

A press release is a written communication that purports to report on an event, circumstance or occurrence by a third party, and is provided to the news media for the purpose of promotion. Press releases best suit the target Media and Wire Service Distribution. In fact a press release is also considered as a pseudo-news story, written in third person that demonstrates the newsworthiness of a particular person, event, service or product.

Press releases should be concise and factual. Additional information may be incorporated in a supplementary fact sheet so that the rewrite person or news editors may use it if it is desirable to do so. A press release should be processed on 8.5- 11 inch paper headed by the name of the company name; address and telephone number of PR manager so that the editors can contact them for verification. Double spacing and wide margins should be used. Copy should be written on only one side of the paper. The release date should appear at the top of the first page of release. When a release is distributed in advance of an event it should carry a release line: "hold for release Monday morning, April 10 or any time thereafter. If a release is more than one page long, the pages should be numbered in the centre to the top of each sheet and each page should be closed with a complete sentence so that there will not be any difficulty in handling by the news editor while composing the matter. Timing is important in releasing news to ensure maximum consideration by the media.

News personnel work toward deadlines and should have ample time to process news, routine news and stories. Maximum consideration is given by editors to news releases on certain days of the week. Monday is normally a lighter news day than the latter part of the

week. Hence, the chance of getting a publicity story into a daily paper is often better on Monday. When important local, national or international news is breaking, it is more difficult to get publicity in newspapers. News of future event should be released to newspapers and radio and television news editors as far in advance as possible with the release date indicated on the copy.

A press release is sent to journalists/ or media outlets like newspapers, magazines, broadcasters, etc. in order to encourage the reporter or the actual media outlet, to develop news articles on the subject. Since the advent of the Internet, the lines between “news” as compared to a “press release” are getting blurred, but the purpose of a press release, is to reach out to the media to get them to report on a particular message, with secondary “direct to readership” benefits associated with overall Internet based publicity. The press provides a brief, yet thorough, description of an upcoming activity, whether it is a rush or a service project. Press releases are often sent alone, by e-mail, fax or post mail. They can also be part of a full press kit, or may be accompanied by a pitch letter.

**14.4.1 Third person.** A press release purports to report on an event, circumstance or occurrence by a third party. When writing a news release, be a reporter and report on yourself or your business.

“According to the Prime Minister Narendra modi’s statement, the country is going to have indigenous technology in the defense sector.

Press releases are most effective when they are under 500 words, generally two or three paragraphs, preceded by a clear and attention grabbing headline. The content of the press release should be accurate and reasonably detailed.

**14.4.2 Headline of a press release.** Just like news items press release also should be given a headline. The first ten words which form the opening part of a press release are most important. It should be relevant and eye catching in order to get a reporter to read the contents of the press release. State your most exciting news, finding or announcement in as few words as possible. Emulate the headlines you see in the newspaper every day. The headline must be creative and limited to one sentence. Capitalize the first letter of all words but do not use all upper case letters. Exclamation marks (“!”) conveys that your release is advertising, not news, and it’s the credibility of news that generates the good publicity.

Eg. Minister shunted out of cabinet

**14.4.3 Subhead line of a Press Release.** Subheads are remarkably useful tools, yet usually overlooked by press release writers. The subhead gives the opportunity to flesh out your angle and further hook the reporter, without stepping on the drama of the press release headline.

**14.4.4 Paragraph.** Physical location (country, state, city), Month, Day, Year – Begin with a strong introductory paragraph that captures the reader’s attention and contains the information most relevant to your message such as the “Five W’s” of (W)ho, (W)hat, (W)hen, (W)here, and (W)hy, when applicable. This paragraph should summarize the News Release such that if it was the only part seen by a reader, it would tell your entire message, and it should include a hook to get the audience interested in reading more.

The next paragraphs should contain more detailed important information, and make up the body of the release. Pick up with the information provided in the first paragraph, including quotes from key staff, customers or subject matter experts. Make sure to use correct grammar so as not to affect the credibility negatively.

As for content, it is very important to maintain factual accuracy, make sure you are cleared to use quotes or information about business, and most importantly have an angle that will appeal to journalists, often by connecting the release to current events or issues.

Effective releases usually utilize a strategy known as the inverted pyramid, which is written with the most important information quotes first. Remember, succinct and to the point works best. The body of the release should be more than one paragraph. The final paragraph should restate and summarize the key points of release.

- Provide scope for additional information, demos, samples, etc., and it is important to Internet links. Web Wire provides special data submission fields for company/agency name, contact, telephone, e-mail address, website location, etc, and other online connections/links.
- Include trademark acknowledgements, product or event timelines, availability, logistics, etc. in paragraph form.
- Submit background information about the company featured in the release with necessary statement or disclaimers.
- With a Web Wire submission, include contact information about the release (name, title, e-mail, telephone etc.) within the appropriate online form. Make sure it is the person who can answer questions about the release.

**14.4.5 Key Points.** Not only have the preparation of press release needed lot of exercises, care is necessary in sending it to the destination i.e. to the news papers office promptly. One has to take precautionary measures such as alerting the newspaper people of possible press release on a particular day who in turn may help the PR departments of organization by guiding towards a proper channel. If it is released in a timely manner the media will have ample time to design the news or story in an elaborate and effective manner so that it reaches as large numbers as possible.

- Stay away from hyper phrases like “breakthrough”, “unique”, “state-of-the-art”, etc.
- Always write it from a journalist’s perspective.
- Read lots of good newspaper such as national newspapers to get a feel for the style
- Shorter is better.

**14.4.6 Tips for sending out Press Release.** It is always better to go through the press office of the organization before the press release. The media organsiation will provide guidance through the entire process and will identify the best people to target. The media office, through their reputation and regular contacts with the local media community, will ensure the press release getting read by the target audience. In organizations where there is no separate Press Office, the following tips may be employed at the time of press release.

1. **Targeting.** First decide what type of audience you would like to reach and find out which new stations and/ or publications those people read. For example, if you are targeting the general public in one particular area, the local newspaper and local Radio or television stations would be most appropriate.
2. **Specific Contacts.** The next step is to call the News desk of the media organization and ask for the names and contact details of the chief of the staff and any reporters/ producers/ presenters who would be particularly interested in the topic.
3. **Wide Reach.** Data bank about the details of employees in the news desk of the media organization should be made available to the PR professionals. They may ask for the names and contact details of the chief of the staff who would be particularly interested in the topic and to whom the releases should be addressed.
4. **Before The Event.** Ideally, the press release should arrive on the reporter's desk the day before the event. If it arrives too early, it can become stagnant and if it arrives just in time

it may not give the reporter enough time to prepare, especially if he/she needs to attend the event.

5. **Collect Information.** In preparing a press release the PR department must collect detailed information by accessing information from all the sources, authorities and powers within the organization which is directly concerned.

#### **Good qualities of a press release are:**

- The message should have clarity.
- The principle of unity of sentences, individual photographs and totality of message is essential.
- Coherence is also equally essential in good press release writing
- The principle of emphasis is also to be followed. It is achieved by position, by repetition, by use of figures, by punctuations, by phrases and skillful arrangements of paragraphs.
- Message completeness, conciseness, brevity, accuracy, strength etc are equally good qualities of a press release.

#### **14.5 Press Conference**

A press conference is not necessary for the media unless the news is important and sees to it that it reaches them in time so that the news will secure wide coverage. The president and representatives of management should be present to make the announcement and answer reporters questions. Photographs may be taken depending upon the purpose of the conference. Prepared press releases, background information and photographs or press kits are distributed to reporters attending a conference.

A press conference is a voluntary presentation of information to the media and the Chairperson along with board members would be ready with many of the supplementary issues along with the main topic. Before organising a press conference, one has to decide what information has to be presented, how it will be presented and who will present it. It is an opportunity to get your profile on T V, radio or the paper. To hold a press conference, one has to contact the media, decide the venue for it and get ready to make presentation and respond to the reporters' questions.

A press conference is usually attended by the president and different line managers in order to give answers to the reporter's questions and clarifications. On rare occasions, press conferences are arranged which have become an excellent and popularly accepted means of imparting background information off the record. In the press conferences it is a practice to distribute various relevant materials like press releases, official statements, hand outs, prepared speeches, photographs or press kits. Business organizations and nonprofit organizations may hold many luncheons, dinners, meetings and conferences periodically to maintain relations with press. Such gatherings are not meant only to keep in touch with the press. But such occasions give an opportunity for valuable publicity if the press is invited to attend and report proceedings.

Generally, there are two types of press conferences – reactive and proactive. Reactive press conferences respond to breaking news, and proactive ones are done at your initiative to create or announce a story. It is important to make sure you have “news” to deliver. Otherwise, you risk damaging your reputation as a credible news source.

Press conferences can be efficient methods to publicize your news, but they must be strategic and well organized. If a press conference is held every week or without solid news for reporters, they will stop coming.

**Define objectives:**

Before a press conference is planned, one should be clear about the goals. This will help in doing a better presentation in the press conference. Some good reasons for holding a press conference include :

- To get publicity about one's efforts and problems;
- To get widespread media coverage;
- To send a message to the decision maker about what you want;
- To get more people involved in the organization;
- To develop the skills of the members;
- To show the strength of the organization.

Whatever be the goals of the organization, there should be something newsworthy to announce, reveal to talk about at the press conference.

**Setting it up**

It is important to remember that reporters work under deadlines. The best time to hold a press conference is between 10.00 am and 3.00 pm. The best days to hold a press conference are Tuesday, Wednesday and Thursday (the earlier the better). Fridays tend to be poor news days because the story will end up in Saturday's paper, which has the lowest circulation. Mondays make it difficult to notify reporters of last minute changes because of the weekend.

**Point to ponder when organizing a press conference:**

- Always send out press advisories to the media list ahead of time.
- Make reporter turnout calls to encourage participation and coverage on the day before and day of the event.
- Lineup up your speakers in advance, generally not more than 4 people. Review their statements, and get them approved.
- The press release is distributed at the press conference, not before. Otherwise the press reporters will not attend the press conference. We must keep them guessing and make them wait for the news.
- Designate a moderator and create a detailed agenda.
- Select a venue that is convenient and easy to access and, if possible, is relevant to the issue. Keep an alternate plan for accommodating the press reporters in case of rain or snow if the event is held outdoors.
- Make sure the room or the venue is equipped for the broadcast media, for example, electrical outlets and a multi-box. It is recommended that there is a sound or Public Address system and not megaphones.
- Have chairs for the reporters, a podium and a microphone if necessary for the speakers.
- Offer snacks, coffee or lunch as the case may be, to the press reporters.
- Create press kits with a press release, information on your organization, speaker bio data and background information. Have a "PRESS" sign-in table with press kits and a sign-in sheet for reporters.
- Have visuals like signs, charts, banner, etc on the stage and in the meeting hall. Put your organization's logo on the podium. A banner may be placed at the entrance of the hall and on the way leading to the hall.

### Starting the Press Conference

On the day of the event, be ready to invite the reporter's at least 30 minutes before the beginning of the conference. They usually need time to set up their equipment. Meet everyone at the door and get their signature in the guest book. This would help to keep their address for future events. The conference should be started as per the schedule time.

The moderator should welcome everyone and briefly introduce the speakers. The statements should not take longer than 10 minutes. After the speakers are finished, ask for questions. The answers for the same should be simple, brief, and pointed

In short, the following arrangements will lead to a successful press conference:

- One has to remember that press always will be under the pressures of deadlines.
- The best time to hold a press conference is between 11.00 am and 4.00 pm. This will give the newspapers ample time to consolidate the reports.
- One has to take care in selecting the day by cross checking with the fact that the same day which was finalized for the press conference could be significant for other reasons.
- The press should be informed about press conference well in advance i.e. at least before one week to ten days. If it is to be held on a short notice press reporters and editors should be invited through letters and confirm by means of telephones also.
- The invitation should clearly mention about the details of what is the purpose of it, who will speak and what the subject is.
- Make reporter turnout calls to encourage participation and coverage on the day before and on the scheduled day also.
- The press release should be distributed at the press conference only and not before it. Otherwise the press reporters will not pay much interest to attend the press conference. If the news is leaked before the press conference itself its significance would be minimized.
  
- Lineup the speakers in advance, generally it should not be more than 4 people, review their statements, and have them approve any quotes attributed to them in the press release.
  
- Select a place that is convenient and easy to access and, if possible, is relevant to the issue. Keep an alternate plan for accommodating the press reporters in case of rain or snow if the event is held outdoors.
  
- Make sure the room or the venue is equipped for the broadcast media, for example, electrical outlets and a multi-box. Perfect sound or Public Address system, microphone, comfortable seating arrangements, refreshments are essential.
  
- Press kits should be supplied at the conference itself and they could be sent to those who were absent.
- Have visuals like signs, charts, banner, etc on the stage and in the meeting hall.
- Put your organization's logo on the podium. A banner may be placed at the entrance of the hall and on the way leading to the hall to furnish complete details like the exact name, address and location of it.

After the press conference the press release shall be sent to those who couldn't make it. Follow-up with reporters who attend the press conference and ask them whether they need more information and when the story will be running in the media.



## 14.6 MEDIA KIT

One of the most popular and traditional tools used by public relations professionals is a press kit also known as media kit. A press kit is usually a folder that consists of promotional materials that gives information about an event, organization, business or even a person. What is included would be a background or biography, a fact sheet, press release (or media release), media alert, brochure, newsletter, photography with caption, copies of any media clips, and social media. Many of the organizations design a "press kit" or a variation that resembles one. The size and the contents depend upon the significance of it.

A media kit generally contains

- Company binder or folder.
- Biography of key personnel related to the event
- A primary document or brochure that contains your core intent.
- Press release, information about the organization, background information, photographs, brochures etc.
- When visiting with editors, keep the message you are promoting and contents of your kit simple and clear. The PR representative will guide you through the presentation of materials, responses to common questions, and how to obtain media placement commitments.

## 14.7 MEDIA TOURS

A media tour is simply a method for taking the organizational message to a variety of communication outlets. This is an important and complex exercise in which reporters, correspondents, sometimes editors visit the premises of places of the organizations about which they want to publicize. The first hand experience of media people will rouse interest in them and the coverage would be effective so that readers or viewers also get motivated by the live reports. The use of a media tour for developing and promoting a brand, however, is quite another process. A media tour is an effective tool under certain circumstances. A business leader must weigh the financial benefit perceived by this endeavor versus all associated costs. Once an assessment confirms this approach makes good business sense, the next step includes defining your strategic intent followed by an intelligent IPR design. If properly organized the benefits of achieving the strategic PR goals with minimal investment should yield an ROI that would be a significant figure in the net profit of the organization. Every organization has some message, event, offering they wish to promote. In addition to other marketing activities, using the "free press" as a means to reach your end goal makes good business sense.

The media tour will have the following elements

**14.7.1 Strategic Intent:** From your vision and mission statements, draw out the core intent for the year. Next, distill a single message you want to propagate throughout the organization and to your targeted audiences (donors). In short, your rallying slogan should be reduced to a few key words.

**14.7.2 Integrated PR Design:** The strategic marketing plan should give details of the promotional components such as advertising billboards, radio, PR etc. which will be employed for the year and their specific roles. These "components" should be harmoniously integrated and support the strategic intent noted above. The media tour will be "designed" into the overall fabric of the annual plan. The next step will be to include and integrate free press into the business strategy.

**14.7.3 Execution:** The components of a media tour include a press kit, presentation material, and a representative (internal or external) schooled in interfacing with the press. The representative will set appointments with key editors of select media vehicles (TV, radio, trade magazines, newspapers etc.) in advance and typically will schedule this tour over several consecutive days. The goal for every appointment is to reach an agreement on the free placement (editorial, radio spot, etc.), when it will run, and the desired venue.

**14.7.4 Return on Investment:** The return on investment for this undertaking lies in media placements achieved minus your total expenses. After the tour concludes, the PR representative must maintain contact with editors to determine when the editorial will run and the equivalent cost for each venue achieved. In the subsequent weeks or months that follow, a tally of free placements and their associated costs constitute the variables needed to calculate your ROI. The economic outcome should exceed two to five times the initial investment.

**14.7.5 Integrated Public Relations (IPR):** Whether you employ the services of an outside PR agency or make use of internal talent, the question of how you plan and implement a media tour can vary considerably. Most PR activities operate as a separate entity or under the umbrella of marketing. By virtue of this separation, the PR department may be pursuit of unrelated goals. Whatever, the functional composition, the question of how PR operates to achieve strategic objectives and provides a measurable return on investment lies in its organization and execution.

**14.7.6 Social media vs. Corporate websites:** Recent studies indicate around 90% reporters regard social media as important in helping them write the news. Journalists appear quite concerned about social media accuracy. Lack of fact-checking, verification or reporting standards is the number one reason (49%) for journalists' perceptions on the reliability of news and information from social media sources. Almost nine out of ten journalists admitted using Blogs for their online research (90%) and they use corporate websites more increasingly.

## 14.8 SUMMARY

Public Relations sector utilizes the services of many tools to reach its publics which are both internal as well as external. Earlier Public relations communication which was mostly newspaper centric has now shifted to activities like media tours, media kits, promotional events, demonstrations, displays, road shows, entertainments etc. Earlier press releases, press conferences, advertisements, media tours were taken up regularly to communicate to the masses. By means of Print, Radio and TV by using formats of ads, news, feature, and advertorials the marketer tries to build the image of the company. In a way publication of brochures, handouts, house magazines, newsletters and annual reports was replaced with outdoor and information technology communication. Websites, portals of companies, social networking sites are engaged for mobilizing and motivating the customer.

## 14.9 SELF ASSESSMENT QUESTIONS

1. Explain the importance of press relations with suitable examples.
2. How important a press release is to the public's as well as media?
3. What are precautions need to be taken while conducting a press conference?
4. Write about media tours and their importance.

## 14.10 SUGGESTED READING

1. Chauhan A.S. Public relations
2. Chunnawala and Sethia Public relations
3. Cutlip and Center Effective Public Relations.
4. Rayudu, C.S. and Balan K.R. Principles of Public relations

# **LESSON-15**

## **PR WITH AUDIO VISUAL AIDS**

### **AIMS AND OBJECTIVES**

The student shall learn about

Significance of types of Audio and Visual Aids

Process of Designing Visuals

Whiteboards

Overhead Projectors (OHPs)

Computer-based Displays

### **Structure**

**15.1 Introduction**

**15.2 Audio and visual aids**

**15.3 Types of Audio and Visual Aids**

**15.4 Designing Visuals**

**15.5 Whiteboards**

**15.6 Overhead Projectors (OHPs)**

**15.7 Computer-based Displays**

**15.8 Tips on using audio-visual equipment**

**15.9 Flipcharts**

**15.10 Video Tapes**

**15.11 Websites**

**15.12 Summary**

**15.13 Self Assessment Questions**

**15.14 Suggested reading**

### **15.1 INTRODUCTION**

In today's visual age of TV, computers and films, visuals are essential. When used correctly Aids of visual designing can drive home key points and enhance persuasive speaking. Along with publications and audio visual aids outdoor media help in promoting and maintaining community relations. PR departments and experts have been designing PR packages on the lines of audio visual aids to attract the attention of both literate as well as illiterate sections of the society. All these activities promote the image of themselves in the minds of various publics. In today's modern technology driven society of TV, computers and films, visuals are essential to make an impact. Visual presentation aids can be an essential part of speeches, and when used correctly, can drive home key points and enhance persuasive speaking.

### **15.2 AUDIO AND VISUAL AIDS**

Audio and visual aids can be as simple as well as complex and can be arranged as per the interest of the public depending upon the specific occasions. Simple aids include charts, graphs and key points drawn on chart paper, handouts for the audience, clips of music or

video, or props used by the presenter on stage. Complex aids such as Microsoft PowerPoint presentations, Windows Movie Maker files, slideshows, mashups of video and music or speech, and training videos inform the public in a better manner than the ordinary tools. Basic guidelines will help the presenter use these aids most effectively.

### **15.3 TYPES OF AUDIO AND VISUAL AIDS**

Audio and visual aids can be as simple or as the speaker desires. Simple aids include charts, graphs and key points drawn on chart paper, handouts for the audience, clips of music or video, or props used by the presenter on stage. Other audio visual aids include Microsoft PowerPoint presentations, Windows Movie Maker files, slideshows, mashups of video and music or speech, and training videos. Basic guidelines will help the presenter use these aids most effectively.

### **15.4 DESIGNING VISUALS**

Good design of aids improves credibility and helps in understanding the concepts effectively. If there is lack of time or the skills to create your own audio-visual aids, communications experts or outsourcing agencies can render help. One should always keep all visual aids simple and uncluttered. Always take along a series of low complexity aids (such as handouts) as a backup. In case the equipment fails you might be forced to go without audio-visual aids at all. If you do not have the time or the skills to create your own aids, get the communications department, a colleague or design agencies do it for you. Keep all visual aids simple and uncluttered. Always take long a series of low complexity aids (such as handouts) as a backup. Equipment can fail, so you might want to be prepared to go without audio-visual aids at all.

### **15.5 WHITEBOARDS**

The main drawback of using a whiteboard is the lack of any permanent record of what has been written, unless you are using the electronic whiteboard.

### **15.6 OVERHEAD PROJECTORS (OHPS)**

The OHP was once widely used in business presentations but has gradually been replaced by computer based displays. The main advantage of using an OHP is its ease of use. It requires no warm-up time, there is little or no noise and the only 'searching' is when the presenter looks for the slide he or she wants. They are a common fixture in most conference rooms. Overhead projectors can greatly enhance the presentation if they are used right. They are very easy to use and can accommodate large or small audiences.

### **15.7 COMPUTER-BASED DISPLAYS**

Laptop presentations with data projectors are the norm of these days. Although the equipment is more complex than an OHP and hence there is more to go wrong, they look professional and modern. They allow a smooth and imaginative transition between slides. The visuals can be sophisticated and incorporate the use of sound and video footage. The presenter can also check the visuals by looking at the laptop and not over his or her shoulder to the screen.

The key to a strong presentation is not the equipment one uses. You should be able to do your presentation on a blank stage, with no props, and have to work on its own. The whole idea of visual aids is to enhance the presentation, not to be the purpose of it.

The absolutely worst presenters are those who use the equipment as a crutch. For example, those who stand up before a group and just read slides during a presentation. It is very important that the following rules of using visual aids are taken care of have a successful presentation:

### **15.8 TIPS FOR USING AUDIO-VISUAL EQUIPMENT**

The following tips may be considered for utilizing the audio visual equipment.

#### **Before Presentations**

1. Make sure the plug reaches the socket. It is a good idea to carry an extension cord.
2. Put the projector at height that is comfortable for you.
3. Make sure the lens is dust free.
4. Put the projector on a vibration free base.
5. Arrange the electric cord so no one will trip over it.
6. Focus and center the picture on the screen beforehand.
7. Number your transparencies in accordance with your facilitator's guide.
8. Have a backup strategy ready for projectors.

#### **During Presentations**

1. Keep the screen above the heads of the participants.
2. Keep the screen in full view of participants.
3. Make sure you are not blocking out sunshine and dimming nearby lights.
4. Darken the room appropriately by blocking
5. Turn the screen off between slides if you are going to talk for more than two minutes
6. No one should be farther from the screen than six times the width of the image.
7. Talk to the audience, not to the screen.
8. Use a pointer to emphasize points, don't use it as a crutch and don't wave it wildly.

### **15.9 FLIPCHARTS**

Flipcharts are excellent to use when you need to record lists of ideas or need to record comments from the audience. Pages can be torn from the flipchart and stuck around the room to create an expanding display.

**Tips on using Flip charts and Posters Before presentations**

1. Check the height of the easel.
2. Make sure you have plenty of paper.

**During presentations**

1. Title each page with a short topic or heading.
2. Print the large block letters 1 ¼ inches high; larger if the room is deeper than 30ft.
3. Printing should be neat and legible.
4. Use different colors for page headings and primary points.
5. The red color should be used only for emphasis.
6. Do not use pastel colors, black, blue, dark green and brown are acceptable.
7. Do not write more than ten lines on a page.
8. Do not fill the page to the bottom. People in the back will be unable to see.
9. Respond to and note input from participants.
10. Post important papers on the wall with masking tape or pins.
11. Highlight key points.
12. Allow time for reading, retention and note taking.
13. Use the 'matador tear', a sharp tug at the corner, not straight down.

**Other suggestions**

1. For complex pages, prepare ahead in light pencil and then use trace with a marker.
2. If you arrive with prepared pages, roll them up and carry them in mailing tube.
3. Sometimes you might use two easels, one already prepared and one for extemporaneous use.

**15.10 VIDEO TAPES**

While using video tapes as a part of interaction exercise certain precautions need to be taken care of. They are

1. Be sure the video tape is rewound and ready at the starting point.
2. Check to make sure the play back machine and the monitor are working properly.
3. Check this before the session so you may replace the machine if it is not working properly.
4. Check audio level and contrast.
5. Lights should be dimmed but not turned off.
6. Explain what the purpose of the tape before playing it.
7. Show interest in the tape and watch it enthusiastically.
8. Summarize the main points after you have shown the tape.

**Audio Tapes :**

In using the audio tapes also one has to be cautious with certain aspects.

**Before Presentation :**

1. If you are going to be moving around during your presentation make sure that a clip on (Lavalier) microphone is available.
2. The Lavalier mike should be attached to a jacket, lapel, collar, neckline or tie above the mid chest level, but not against the larynx or your voice will become muffled.

**During Presentation**

1. Speak clearly into the microphone.
2. Keep proper distance from the microphone. When using a standard podium microphone talk about six inches from the microphone.
3. Repeat questions from the audience into the microphone. This helps everyone hear the question that was asked.

All above precautions will make the visual aids not cause any visual distractions.

**15.11 WEBSITES**

The web is one of the most important research tools for journalists. In one of the recent surveys on information collection, when asked how they would get basic information about a company or organization, all journalists, who were subjects of the study, said that they would begin by doing some Web research.

Most journalists started by searching an outside service, mainly Google, and also traditional services like Dow Jones Interactive and Lexis-Nexis, after which they visited the company's own website. This finding emphasizes the importance of having a clean corporate website with a clearly labeled Press or PR section that can quickly provide information for journalists. It also emphasizes the need to be well represented in external search services.

Journalists are not gullible, and they do not take a company's own word as truth. Indeed, almost all journalists said that press releases were useful only to find out how a company is trying to position itself. It is strongly recommend that PR areas have links to external sources, including press coverage; journalists often consider articles from independent newspapers and magazines to be much more credible than a company's own press releases. There are similar findings in studies of prospective customers evaluating products on consumer, and business oriented sites. This implies that links to external press coverage can also help promote sales.

The top-5 reasons for journalists to visit a company's website are :

1. Locate a PR contact (name and telephone number)
2. Find basic facts about the company (spelling of an executive's name, his/her age, headquarters location, and so on)

3. Discern the company's spin on events
4. Check financial information
5. Download images to use as illustrations in stories.

This basic information must be easy to find and should be cleansed of the markets and excessive verbiage that smother the facts on many sites. Journalists do not have time to wade through deep, complex navigation trees or sift factual wheat from marketing chaff. In particular, pages must present information in well-organized chunks that are easy to scan. Distracting animations and irrelevant stock photography don't help journalists who are in a hurry to find the facts.

### **Tips for Designing Website:**

Here are some practical tips for professional looking websites.

#### **1. Select a color scheme and stick to it.**

If the company has a logo or preferred colors on its stationery, the basic web design should begin there revolving around the color schemes. The same corporate color code should be maintained on all pages. Do not change colors on every page.

The most common color schemes include ;

- Red, yellow and white
- Blue and white
- Red, grey and white
- Blue, orange and white
- Yellow, grey and white

If you are not sure what color scheme to choose, surf the internet and find a website that you like. You can then model your color scheme on what already exists.

#### **2. Use templates**

#### **3. Easy navigation**

This is one of the most important issues to consider when designing a website. One need to ensure the visitors finds what they are looking for easily. Most websites either display their navigation bar on the left or at the top. And since most people are used to this type of navigation, it is best to stick with it. It also helps to include the navigation bar at the bottom of each page to save the visitors from having to scroll back to the top.

#### **4. Curb on special effects**

While it is fine to have one or two special effects to jazz up your website, spinning graphics and logos often distract the visitor from the content, not to mention that they can



take too long to download. Chances are that the visitors may click away even before the spinning finishes loading.

## 5. Backgrounds

Ensure your visitors can read the text on the background, i.e., no black writing on dark blue background or yellow on white. Also be careful that the links are visible before and after being visited. The default for links in most programs is blue (before being visited) and burgundy (after being visited), so if you have a dark background, ensure your links are light.

## 6. External Link

It is a good idea to open links to other websites in a new window. That way the visitors can easily return to your site when they are finished the external link.

## 7. Site Map & Search Feature

If the website is more than 15 pages, it is useful to have a site map or a “search” feature to ensure that the visitors can easily find what they are looking for.

**Content.** While it is important that the website looks clean and professional, it is far more important that you concentrate your efforts on the content and promotion. If you want a professional website, things to stay away from include :

1. Flash intros, revolving globes, animated mail boxes etc
2. Loads of pop up or pop in boxes
3. Auto play music. Allow your customer to play music only if they choose.
4. Hit counters of the free variety, which says “you are 27<sup>th</sup> visitor”
5. Date and time stamps, unless your website is updated daily or weekly
6. Busy backgrounds.

These may look trivial, but adherence to these steps will take a web design long way.

## 15.12 SUMMARY

In this era of competition one has to use as many tools as possible to drive the message to the public's mind. Especially audio visual aids and outdoor media help in promoting and maintaining better relations. PR departments and experts plan PR packages to suit the genre of audio visual aids to attract the attention of both literate as well as illiterate sections of the society. Moving from traditional tools like publications and radio today's modern technology driven society looks forward for TV, computers and films as visuals are essential to create impact. Visual presentation through aids can strengthen the textual communication. Audio and visual aids can range from simple to complex and can be arranged as per the interest of the public depending upon the specific occasions. Simple aids like charts, graphs and key points drawn on chart paper, handouts, clips of music or video, or props coupled with complex aids such as Microsoft PowerPoint presentations, Windows Movie Maker files, slideshows, smashups of video and music or speech, and training videos

inform the public effectively. Websites can be developed professionally by taking certain precautions, special effects, backgrounds, external link as well as map and scene etc.

### **15.13 SELF ASSESSMENT QUESTIONS**

1. Write a note on website and its preparation?
2. How important is display to the publics as well as media?
3. What are the aims, objectives of types of audio visual aids?
4. Explain the importance of video tapes with suitable examples.

### **15.14 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Cutlip and Center : Effective Public Relations
4. Lesley : Hand Book of Public Relations
5. Mehta, D.S. : Hand Book of Public Relations
6. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, surjeet Publications, Delhi.
7. Rayudu, C.S. and Balan K.R. (2009) Principles of Public relations, Himalaya Publishing house, Mumbai.

# **LESSON-16**

## **OUT DOOR PR**

### **AIMS AND OBJECTIVES**

The student might learn about

PR Campaigns and Outdoor Tools

Posters

Special Events

Open House

Exhibitions

Demonstrations

### **STRUCTURE**

#### **16.1 Introduction**

#### **16.2 PR Campaign And Outdoor Tools**

#### **16.3 Posters**

#### **16.4 Flip Charts**

#### **16.5 Special Events**

#### **16.6 Open House**

#### **16.7 Exhibitions**

#### **16.8 Demonstrations**

#### **16.9 Summary**

#### **16.10 Self Assessment Questions**

#### **16.11 Reference Books**

### **16.1 INTRODUCTION**

Apart from the traditional tools such as press note, press conferences etc a whole range of tools are used to attract the attention of people. Along with the mainstream activities supplementary efforts will ensure the maximum result in garnering public support. Especially communities and groups can be motivated to drive the point successfully through activities like posters, open houses and exhibitions etc.

### **16.2 PR CAMPAIGN AND OUTDOOR TOOLS**

PR campaign certainly needs the support of certain outdoor tools to fulfill the objectives of image building and attaining mutual understanding. These are some the aspects to be considered to fulfill the functions of outdoor tools.

### 1. **Know What Your public Wants**

One must prepare content from the public's point of view and the information must unfold in the right order. Begin by analyzing what the public wants to know.

### 2. **Motivate the public to look inside**

The reader always identifies the first caption and taglines. Do not make the common mistake of couching your services in technical jargon.

### 3. **Describe the Product/ service**

To help you describe the product draw up a list of its features (facts about your product) and add the words. Remember that the user of your product/ service is not always the user. So there may be more than one benefit for each feature.

### 4. **Innovative Shape**

There might not be specific parameters to promote outdoor PR tools. But they should be made innovative.

### 5. **Make it Personal**

An experienced speaker talking to a large audience will pick out a face in the crowd, and talk to that face. This connection with one person allows the speaker to make his talk more personal than if he were merely addressing a mass of faces.

### 6. **Add Atmosphere**

Do not let the information sound aloof. Allow your reader to share your feelings. Scope for interaction might provide more and more appropriate inputs as the receiver demands for them rather than thumping whatever one has.

### 7. **Ask for Action**

Regardless of how you organize the event, there's only one way to end it. Ask for action, if you want your audience to respond, include a toll free number, reply card, or some form of response mechanism.

## 16.3 POSTERS

An advertising campaign has many mediums and tools to make it successful. One of these powerful tools is poster. When you print posters for your PR campaign, it basically performs several different but very important roles that are crucial for the overall success of the campaign. There are four main roles played by the printed posters:

### 1. **Complete information provider**

The color posters are the complete information providers for an advertising campaign. As the TV or Radio commercials run, the viewers or market will not be able to remember all the details and information that are aired on those promotions. Posters help the market digest and understand the advertising campaign better. That is why it is crucial for advertising campaigns to invest in poster printing.

### 2. **Street promotions**

Poster printing also plays an important role in terms of street promotions. Colour posters are important for street promotions that should keep reminding the market about the company's marketing message as they walk around "the real world".

### 3. Sales location reminders

In an actual sales location or shop, posters are usually tasked as a reminder to people about special promotional offers. Whether it is a new product, an announcement of a sale or just a special feature on old products, poster is the easiest and most visible way to promote them within sales location.

### 4. Market presence

The posters are an integral part in developing that presence especially outside where TVs, Radios and the Internet are harder to access. Poster printing is quite useful in any kind of advertising campaign. They can work quite well with other advertisements, in other mediums since they can cover important areas and locations where those other advertisements cannot. This is the true perspective of the poster printing in an advertising campaign.

## 16.4 FLIP CHARTS

Flipcharts are excellent to use when you need to record lists of ideas or record comments from the audience. Pages can be torn from the flipchart and stuck around the room to create an expanding display also.

While using flip charts and posters certain precautions may be followed.

- Before presentations one should check the height of the ease and make sure you have plenty of paper.
- During presentations title each page with a short topic or heading and print the large block letters 1 ¼ inches high; larger if the room is deeper than 30ft.
- Printing should be neat and legible and different colors for page headings and primary points may be used.
- Do not use pastel colors. Black, blue, dark green and brown are acceptable. The color red should be used occasionally for emphasis.
- Don't talk to the board while writing on it and do not write more than ten lines on a page and it would be better not to fill the page to the bottom. People in the back will be unable to see.
- Respond to and note input from participants and highlight them.
- Paste important papers on the wall with masking tape or pins and highlight key points. Allow time for reading, understanding, retention and note taking.
- For complex pages, prepare ahead in light pencil and then use trace with a marker. Sometimes you might use two among, one which is already prepared and one for extemporaneous use.

## 16.5 SPECIAL EVENTS

From a public relations perspective, the reason for an organization hosts a special event is to promote an idea, a cause, or a project that is important to the organization and its publics. Special events, like any other public relations technique, should be used to achieve a specific public relations purpose. What counts is not the event itself but the event sponsor's recognition and approval by its publics. Special events don't just happen. Someone has to think about all the possibilities and make them happen. Deciding the general nature, location, and date of the event are just the beginning. Among the most critical of the concerns are health and safety issues. Some are simply matters of common sense. If you hold an open house in a manufacturing facility, for instance, how can you keep unsupervised children away

from dangerous machinery? Other health and safety concerns are dictated by government regulations. And, since many of these and other health and safety concerns have ramifications in terms of legal liability, their final disposition may be dictated by the host's insurance company as a condition of continuing its insurance coverage. This kind of planning takes time. Special events are not thrown together at the last minute. A major event, or even a smaller one that expects to attract a significant number of out-of-town visitors should be planned at least a year in advance. And, the bigger and more special the event is, the more planning time it needs.

## **16.6 OPEN HOUSE**

Open house is a good PR tool to educate visitors about the business, build trust and gain new friends. It helps to get to know the customers as well as to attract potential customers into their fold. Preparation of an open house should involve meticulous planning, ordering of gifts and giveaways, eye-catching advertising and make sure everything is in its place so that the event becomes a success.

. Open house is a good PR tool to educate visitors about the business, build trust and gain new friends. A corporate open house helps to build loyalty among customers, suppliers, vendors and the community and also showcase the abilities of administration, the staff and the equipment. This may give an opportunity to create unforgettable experiences to those who visit and earn the company good reputation.

Hosting a business open house can be a rewarding way to get to know your customers as well as to attract more potential customers into your establishment. When preparing for your business, open house, give yourself enough time to adequately plan for the event, order gifts and giveaways, develop eye-catching advertising and make sure everything is in its place so the event will go off without a hitch.

Decide how many people you want to invite for the open house. All the past and present customers should be invited in addition to numerous potential customers. Once you have your invitee number, plan your budget by expecting 5 percent more of your invitees to attend the open house. Allocate funds for food, advertising, decorations, postage, beverages, giveaways and gifts, tables, chairs and other miscellaneous expenses. Decide on what day and time the business open house will be conducted, keeping in mind what the weather will probably be like and what work schedules most of your attendees probably have in place.

Request key personalities and the chief guests to speak a few words about the open house and its significance. Great entertainment will make the open house an event to remember. Choose entertainment options based on the date and time of the open house and the guest list. While this is an opportunity to show off your business, a large crowd might require additional space.

## **16.7 EXHIBITIONS**

Exhibitions provide an opportunity for clients to meet current and potential customers, journalists and analysts together in one place. Exhibitions can produce excellent results for an organization if the public relations practitioner makes use of all the opportunities presented by them. Exhibitions are not a public relations medium, but a tool if used to create awareness of the product, enhance reputation of the organization and marketing of the product. Exhibitions, although expensive, are among the most effective ways of communicating with the public.

People visit exhibitions for three reasons:

- First, to be entertained, to get away from the monotony of routine activities
- Second, to find out how a new product or service actually works, as there will be frequent demonstrations of the product at the exhibition and
- Third, their physical attendance could mean that a business transaction might be agreed upon between the two parties.

Exhibitions provide great opportunities to build the image of the organization, by obtaining positive media coverage, which is the main goal of any public relations exercise. Often these opportunities are overlooked because activities involving organizing the exhibition take priority. Hence, the public relations program should be planned in such a way that a publicity campaign for each exhibition is included and deadlines for publications are met. Many companies participate in exhibitions without realizing what it is they want to achieve. If the PR strategy is not planned around the event well in advance, it is likely that the products exhibited will be overlooked by the people visiting the stalls. The effort of the public relations practitioner who organizes an exhibition should be to inform as many people as possible, obtain positive media coverage for the organization, achieve follow-up coverage and feedback after the exhibition has taken place. It is always better to have a senior representative or a decision maker of the company on the stand, as the organizers of the exhibition could call for a press conference. PR exhibitions may be classified on some of these lines.

They are

**Portable Exhibitions:** Modular, which could be taken apart and moved to site.

**Permanent Exhibitions:** Usually found at company premises but can be at trade centers as well.

**Mobile Exhibitions:** Moving from place to place floats etc.

Many companies find themselves participating in exhibitions without realizing what it is that they want to achieve. Exhibitions are costly. When the organization is making a sizable investment in attending an event and has a date in the diary it is essential that the participation is built into the PR campaign. If the PR strategy is not planned around the event well in advance, it is likely that the products exhibited will be overlooked by the people visiting the stalls. The effort of the public relations practitioner for a successful campaign in an exhibition for his product or service should be three-fold.

**Inform** prospective clients of the exhibition before and during the show

**Obtain** positive media coverage for the organization, and

**Achieve** follow-up coverage and feedback after the exhibition has taken place.

While holding exhibitions certain things need to be taken care of on a sustained note.

**16.7.1 Budget:** The budget should be drawn up long before the exhibition is held and the organiser must try to make sure all expenditure is covered. Always provide for a 10% contingency in the budget to cover shortfalls, if any. Finally, there should be evaluation techniques to assess the outcome of participation in an exhibition.

**16.7.2 Public Relations Support:** Following is the main service of support public relations can provide in an exhibition to the participants.

- Contact the Exhibition officer to offer support.
- Identify and approach the Chief Guest for visiting the stand during the tour.

- Ensure coverage in the media.
- Make available company's important officials in the press conference of the exhibition.
- Secure exclusive media coverage during exhibition.
- Advise, inform and announce to export promotion department about your product.
- Producers of relevant Radio and TV programs may be invited to provide information about future products.

**16.7.3 Training to Manpower:** An exhibition would fail miserably if staff were not trained on

how to man the stand and if the objectives and benefits of the exhibition are not clearly explained to them. The role of the public relations practitioner is not merely about communicating. Public relations must have a voice in the decision making process of the organization and definitely be part of the management team to ensure that the exhibition is a success and all the necessary steps are followed.

**16.7.4. Media Coverage:** The organizers should work to obtain the best media coverage before, during and after the exhibition. Prior to the exhibition itself a press conference may be convened to give out details about the proposed programme. From time to time press notes may be released about the latest developments such as MOUs signed with companies, expansion of dealership networks, sales increase etc. The pre-exhibition publicity will help increase the number of people visiting the exhibition stand. All the participant companies will try to snatch an opportunity to speak to media so that they can maximize the opportunity to focus themselves in the course of exhibition. The organizers should secure interviews by the media at an exhibition and build their PR strategy around the same. Though there will be lot of competition to get press coverage the organizers should try to snatch an opportunity to attract the attention of the public through effective media coverage.

Along with the regular PR activities some other public relations exercises can provide support to a promoter of an exhibition. They are

- Organize PR activities like press conference, issue of news releases to announce future exhibitions.
- Release a diary of all upcoming exhibitions.
- Cooperation with government exhibition agencies, which circulate information about exhibitions.
- Seek advance information from exhibitors.
- Cooperate in arrangements for the official opening.
- Arrange full press coverage of the official opening.
- Release "curtain raisers" for the upcoming exhibitions.
- Maintain a PR office throughout the exhibition.
- Coordinate with exhibitors for any special activity.
- Produce an end of exhibition report on exhibitor's comments.

Here are a few tips for obtaining the best media coverage before, during and after the exhibition:

- **Meet the media**

All the participant companies will focus on securing interviews from the media at an exhibition and build their PR strategy around the same. Hence, interviews at the exhibition are always hard work as journalists often only stay for about 20 or 30 minutes before they head off to their next interview. Moreover, the journalist may interview between 10 and 15 companies over the course of the day which means that there will be a lot of competition for inclusion in their press write up. The solution is



to conduct a media tour ahead of the exhibition date. Two or three weeks ahead of the exhibition, the PR agency must set up interviews with all the journalists that they would have liked to speak to at the exhibition. This pre-exhibition publicity will help increase the number of people visiting the exhibition stand. This tactic also gives the organization, an opportunity to offer the media people the chance to see a demonstration or speak further at the exhibition.

- **Speaking at the exhibition**

Speaking to the target audience is a great tool to use at exhibitions but you need to get the same organized well in advance. Big names and brands attract crowds. Organizers, who finalize speaker schedules, love case studies and this can be a great platform to show off what your company does and the problems it solves.

- **Be in the show guide or newspaper**

It is usual that exhibitions have their own printed daily schedule which is handed out to people as they arrive at the exhibition venue. The PR team of the organization should contact the exhibition organizers and find out who is producing this and the type of content they are using. Most daily newspapers have a few news pages and then a section which has been pre-written to fill space where you could put a bi-lined article or a case study so that it has visibility among the readers.

- **Provide case studies**

Most good PR campaigns will have activity based around drafting case studies and we all know how powerful a tool this can be. But, it can also be a time consuming one and needs to be carefully planned. If have finalized on attending an exhibition, try to plan for the completion of all increasing case studies up to three months ahead of the event.

- **Draw the budget**

The budget should be drawn up long before the exhibition, to make sure all expenditure is covered and surprise do not arise two days before the event. Always provide for a 10% contingency in your budget to cover shortfalls, if any.

- **Value addition**

There should be evaluation techniques in place to assess the outcome of participation in an exhibition. What value would all of this be if you have not evaluated the success of your participation at the exhibition? There should be a backup plan in place in case something goes wrong in the event.

Some of the areas where the PR team needs to focus are:

- Always have a senior representative or a decision maker of the company on the stand, as the organizers of the exhibition could call for a press conference.
- Secure positive media coverage during the show if an important guest comes to visit your stand. Announcements on big business contracts that you have obtained during the exhibition can be made.
- Make sure that you have a post-exhibition press release available. Journalists reporting on the success of the exhibition could mention your achievements during the exhibition.
- The role of public relations in organizing or participating in an exhibition does not stop at only obtaining positive coverage for the organization. Public relations play an important role in attracting both exhibitors and visitors.

- The organizers should persuade potential exhibitors that a particular exhibition would be of substantial benefit to them. It should be clearly stated who the target market of the exhibition is, and approximately how many visitors are expected.

Exhibition is about the good reputation of the company. An exhibition would fail miserably if staff were not trained on how to man the stand and if the objectives and benefits of the exhibition are not clearly explained to them.

Finally the role of the public relations practitioner is not merely about communicating. Public relations must have a voice in the decision making process of the organization and definitely be part of the management team to ensure that the exhibition is a success and all the necessary steps are followed.

## 16.8 DEMONSTRATIONS

Demonstration can be defined as a visual presentation showing how something works. It can also be defined as a public display of group feelings (usually of a political nature).

Following are the four basic functions of PR for a demonstration.

- Planning
- Lead time
- Communication
- Follow-up.
- Planning

The first and foremost function of PR is planning. This includes: Deciding what to accomplish, Deciding on specifics what to happen at the demonstration, Deciding whom to reach, Planning the programme, Chosen a place for the demonstration, Deciding on a specific date and time ,Figured out how to get people to attend, Worked out the logistics, Been proactive in efforts to confront possible problems

## 16.9 SUMMARY

To have better access with the public directly Open houses, demonstrations and exhibitions are conducted by organizations and individuals. Especially to promote peace and harmony companies use open houses where people can interact with top officials and company representatives directly and get first hand information. Likewise in exhibitions the manufacturer as well as the prospective customer will get optimum chances to gain firsthand experience of all models and varieties at one place. They can as well get to know each other, exchange information and improve upon their relations. While planning Exhibitions issues like budget, public relations support, training to manpower, media coverage, and Show guide or newspaper are essential

## 16.10 SELF ASSESSMENT QUESTIONS

1. Explain the importance of exhibitions with suitable examples
2. How important a press release is to the public's as well as media?
3. What are the aims, objectives and types of press conference?
4. Write a note on house journals?

## 16.11 SUGGESTED READING

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Mehta, D.S. : Hand Book of Public Relations
4. Rayudu, C.S. and Balan K.R. (2009) Principles of Public relations, Himalaya Publishing house, Mumbai.

# LESSON-17

## PUBLIC RELATIONS IN GOVERNMENT AND PRIVATE SECTOR

### AIMS AND OBJECTIVES

After reading the lesson, the student, will learn about

- Organizational Set Up- Central Govt
- PIB, DAVP, RNI
- Bureau Of Outreach And Communication
- Government And The Press
- Public Relations In Private Organizations

### Structure

#### 17.1 Introduction

#### 17.2 National Objectives

#### 17.3 Democracy and Development

#### 17.4 Organizational Set Up- Central Govt

17.4.1 Information Wing

17.4.2 Bureau of Outreach and Communication (BOC)

17.4.3 Directorate Of Advertising And Visual Publicity (DAVP)

17.4.4 Electronic Media Monitoring Centre

17.4.5 Indian Institute of Mass Communication

17.4.6 New Media Wing

17.4.7 Press Council of India

17.4.8 Press Information Bureau

17.4.9 Publications Division

17.4.10 Registrar of Newspapers for India

17.4.11 External Publicity Division

17.4.12 Book production / promotion organizations

17.4.13 Film organizations

#### 17.5. Government and the Press

#### 17.6 Public Relations In Private Organizations

#### 17.7 Summary

#### 17.8 Self Assessment Questions

#### 17.9 Suggested Reading

### 17.1 INTRODUCTION

Government public relations focus on the use of communication to achieve specific goals such as nation building. Communication with the citizen is necessary in any society and in any form of government. It is more so in a democracy where the government depends on popular backing. The citizens must be informed of the governmental plans, programs, activities, successes, achievements etc. so as to involve them in the governance of the country. Similarly, Communication from the citizens, their reactions to the policies and

programs, must reach the policy makers and administrators to enable them to modify or change the programs accordingly. In the context of large scale economy development in the industrial and agricultural sectors, the need for communication with the people through different media has assumed great significance.

## **17.2 NATIONAL OBJECTIVES**

The basic function of the government PR agencies is to provide information, education/instruction, and entertainment to the citizens. They also should motivate the people directly or indirectly. To discharge these functions in a meaningful and purposeful manner, it is necessary that the PR agencies are clear about their broad objectives which guide their work. The national objective should be non-political, non-controversial, and on which there should be a national consensus. The objective should further the interest and the well-being of the people as a whole and promote the many-sided development of the country. The objective should be long-term ones and need not necessarily change with political vagaries.

In a country of India's size and population, the diversity of religions, language, regional imbalances; and several such factors, it is not easy to evolve a national communication policy or information and PR strategy acceptable to all. Nevertheless, such a policy is essential so as to give some direction to mass media effort. The country should also have the necessary infrastructure to implement the basic policy in the shortest possible time. To discharge his functions in an efficient and purposeful manner, the PR communicator should have a clear idea of the basic ideals/values he has to promote. He should also know something about the available mass media infrastructure and comment work.

## **17.3 DEMOCRACY AND DEVELOPMENT**

The first and foremost objective of India's communication policy should be to preserve and strengthen the democratic way of life. PR communication effort should be directed to inculcate an abiding faith in the citizens in democratic institutions such as free and fair elections, the rule of law, independence of the judiciary, freedom of the press, secular character of the state, etc. The PR professional should also promote the understanding and involvement of the citizens in the socioeconomic changes development activities that are taking place in the country, so as to quicken the process of development. The point that needs to be emphasized is that development is possible in a democratic framework. The PR communication should publicize the nationally needed and the nationally accepted themes.

Few of the themes that are basic to society are

1. Planned development through the application of science and technology;
2. National integrity and national unity, national cohesion, and 'common cultural heritage despite diversity in languages, regions, castes, and religions;
3. Family welfare and population control and stabilization of population at a level consistent with the requirements of national economy by reducing the present birth rate;
4. Use of improved method of agricultural production, fertilizers, pesticides, modern implements, ct;

5. Spread of literacy through radio and TV;
6. Eradication of social evils such as consumption of liquor, dowry, etc.;
7. Citizens' need orientation programs- dissemination of useful information to the different sections of the citizens like the farmers, workers, artisans, students, and youth, information on housing, medical care and medical facilities, travel, prices of essential commodities, self employment and employment opportunities, educational facilities, industrial relations;
8. Promotion of savings and any other welfare programmes based on the spirit of directive principles of the constitution.
9. The government PR agencies also need to make a concerted effort to reach the poor and vulnerable sections of the community and the people living in remote and far flung areas. This section of the people and the areas should be identified and disparities in communication facilities are to be minimized if not ended. These sections and areas need information most and PR communication should satisfy this requirement.

The media available for PR communication in India are basically of two kinds:

1. Those which use modern communication and.
2. Those which are use traditional media.

In specific terms, the different media are:

- i. Print - printed word, pictures etc. which appear to the sense of sight;
- ii. Radio - sense of sound;
- iii. Audio - Visual - appeal to both visual and auditory senses, eg. TV, films;
- iv. Traditional Media - puppetry, folk dance, folklore~ community singing, rural theatre, etc.;
- v. Oral Communication - public meetings, group discussions, individual contacts, etc.;
- vi. Outdoor Media - printed word and visual-posters, cinema slides, hoardings, neon signs, etc.

#### **17.4 ORGANIZATIONAL SET UP- CENTRAL GOVT**

The ministry of Information and Broadcasting through its various media units, keeps people all over the country informed of the government policies, plans, and programs.

##### **17.4.1 Information Wing**

The Information Wing of the Ministry of Information and Broadcasting is mandated with the task of Information dissemination, education and communication of various Government policies and programmes through the various media units. It also undertakes the Cadre management of Indian Information Service, Policy formulation and administration, Policy planning and Coordination with various Media Units and Autonomous Institutions of the Ministry. Information Wing plays a significant role in dissemination of information on key policy initiatives of the Government through various modes of communication and integrating various media campaigns for better outreach and impact. It also formulates necessary policies for facilitating the growth of print media and improving its reach. This

endeavour of Information Wing is achieved with the help of the following Media Units under the Ministry.

#### **17.4.2 Bureau of Outreach and Communication (BOC)**

The Bureau of Outreach and Communication (BOC) was created by the Ministry in 2017 by merging the erstwhile media units of Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD) to have synergy and integrated approach between these organisations; better utilisation of resources and workforce; and to deliver better communication to the masses in every states and every districts. BOC including its Delhi Headquarter consists of 23 Regional Outreach Bureaus (ROBs) and 148 Field Outreach Bureaus (FOBs).

BOC takes care of communication needs of the Ministry/Departments and Government organisations at Headquarter level and interpersonal communication at Regional and Field level through live media utilizing wide range of performing arts such as Drama, Dance-Drama, Composite programmes, Puppetry, Ballets, Operas, Folk and Traditional Recitals, Mythological Recitals and other Local Folk and Traditional forms, propagating policies and programmes of the Government. The Bureau of Outreach and Communication undertakes multi-media advertising and publicity for various Ministries and Departments of Government of India through print media, electronic media, digital media, outdoor publicity, live performances and arts etc. BOC acts as a service agency and communicates at grassroots level on behalf of various Central Government Ministries/ Departments.

#### **17.4.3 Directorate Of Advertising And Visual Publicity (DAVP)**

The advertisement of all the ministries and departments, excluding Railways, of the Government of India are released to the press by the Directorate of Advertising and Visual Publicity (DAVP). The DAVP maintains a list of accredited or approved panel of advertisement agencies. In its more than 3 decades existence, it has grown into a government advertising agency with the widest multimedia coverage. Its activities are not confined to a single medium. It reaches a varied and diverse audience thru the press, radio, films, photos, printed materials, visual aids, and multi-dimensional representation of ideas.

The DAVP maintains a list of news papers and journals. In selecting newspapers and periodicals for the release of advertisements, it keeps in view considerations such as:

1. Effective circulation;
2. Regularity in publication;
3. Class of readership;
4. Adherence to accepted standards of journalistic ethics;
5. Production standard,
6. The language and areas intended to be covered within the available funds for the advertisements;
7. Rates which are considered reasonable and acceptable for the government publicity requirements.

The outdoor publicity of the government of India through panels, hoardings, posters, slides, display boards, etc is handled by the DAVP, which has an art department to undertake visualizations work. The DAVP also takes the help of special agencies in the field. The state directorates of public relations undertake such publicity on behalf of their government.

In the states, the directorates of PR or information usually handle advertisement of the government departments. The public sector undertakings in most cases have their own PR departments which release advertisements, both classified and display. There is an effective coordination between the DAVP and the state government: and the public sector undertakings in regard to the selection of media, rates for advertisements, placement, and other related matters, but there is no uniformity.

#### **17.4.4 Electronic Media Monitoring Centre**

Electronic Media Monitoring Centre (EMMC) is entrusted with the task of monitoring the content being aired by permitted satellite TV channels for any violation of Programme and Advertising Codes under the Cable Television Network (Regulation) Act, 1995. EMMC is a premier set-up with advanced technologies to monitor, record and analyze broadcast content.

#### **17.4.5 Indian Institute of Mass Communication**

The Indian Institute of Mass Communication (IIMC), registered as a Society under the Societies Registration Act, 1860 (XXI of 1860), came into existence on August 17, 1965. The Institute was established with the basic objective of teaching, training and undertaking research in the areas of journalism, media and mass communication. Over the last 56 years, the Institute has graduated into conducting a number of specialized courses for meeting the diverse and demanding requirements of the rapidly expanding and changing media industry in modern times. As of today, apart from training officers of the Indian Information Service, the Institute conducts a number of Post-Graduate Diploma Courses in Print Journalism, Radio & T.V. Journalism and Advertising & Public Relations. The Institute also conducts a Post-graduate Diploma Course in Development Journalism for middle-level working journalists from Asian, African, Latin American and East European countries, sponsored by the Ministry of External Affairs, Government of India since 1969, presently under the ITEC, SCAAP and TCS of Colombo Plan Schemes. A number of specialized short-term Courses, ranging from one week to four weeks, are also organized to meet the ever-growing training needs of communication professionals working in various media, publicity and operational outfits of the Central and State Governments, as well as in Public Sector Organizations.

#### **17.4.6 New Media Wing**

New Media Wing (NMW) is an attached office of Ministry of Information and Broadcasting. It has been established for dissemination of Government's Initiative/policies through Ministry of Information and Broadcasting's various Social Media platforms i.e. Facebook, Twitter, Instagram etc. NMW integrates the Government's profile across different social media platforms. It undertakes tasks relating to integrating communications across social platforms, constructing messages so as to suit socio-economic, cultural, linguistic diversity.

#### **17.4.7 Press Council of India**

The Press Council of India (PCI) is a statutory quasi-judicial autonomous authority mandated by the Parliament for the twin objective of preserving the freedom of the press and maintaining and improving the standards of newspapers and the news agencies in India. Press Council of India exercises its quasi-judicial powers over the authorities as well as the press personnel. It comprises of a Chairman and 28 Members. The Chairman, by convention, been a retired judge of the Supreme Court of India, of the 28 members, 20 represent various segments of the Press and eight are representatives of the two Houses of Parliament and premier literary and legal bodies of the country i.e. University Grants Commission, Bar

Council of India and Sahitya Academy. The Council performs its functions under the Press Council Act, 1978 with the funds comprising of Grants-in-Aid from the Central Government, Levy fee from Newspapers and other receipts.

#### **17.4.8 Press Information Bureau**

The Press Information Bureau (PIB) is the nodal agency of the Government of India to disseminate information to the print, electronic and social media on Government policies, programmes, initiatives and achievements. PIB functions as an interface between the Government and the media, advises government on communication strategies best suited to meet the needs of the media and keeps Government informed of public perception about government policies and programmes as reflected in media.

#### **The important functions of PIB are**

- i. Provides accreditation of Indian and foreign media representatives,
- ii. Conducts press briefings and press conferences,
- iii. Collects feedback to the Government on the press and public reactions on the policies and programme of Government of India,
- iv. Organises press tours to the development projects,
- v. Holds Vartalaps in regions to have direct interaction with media and citizens
- vi. Implements Journalist Welfare Schemes
- vii. Fact Check Unit (FCU) takes cognizance of fake news and responds with correct information

Photo Division under PIB is mandated to provide visual support through photo coverage of the varied activities of the Government of India. Established in October 1959, it is perhaps the only organization in the country which has a rich repository of about more than 10 lakhs of negatives/ transparencies preserved in digital format, beginning from the Pre-Independence era to the present day. Thus Photo Division plays a significant role in production and storage of still photographs which are of immense historical value.

#### **17.4.9 Publications Division**

The Publications Division is a treasure trove of Books on matters of national importance and India's rich cultural heritage. It publishes Books, Journals, Annuals, Periodicals and CDs on subjects like Art, History, Culture, Biographies of eminent people, Flora and Fauna and Science and Technology. Publications Division brings out speeches of the Presidents/ Prime Ministers, Children's literature - fiction and non-fiction material with broad objective of providing infotainment, spreading awareness about the land, people, heritage, culture and society aiming at inculcating human values and scientific temper among children. Other major publications include Aajkal (Hindi and Urdu), Bal Bharati (Hindi), Kurukshetra (English and Hindi), Yojana (English, Hindi and 11 other languages), Employment News / RozgarSamachar.

#### **17.4.10 Registrar of Newspapers for India**

The Registrar of Newspapers for India is an Attached Office set up under the Press and Registration of Books Act, 1867 for Registration of Newspapers/Periodicals, Issue of Certificate of Registration and Verification of circulation claims of newspapers. The main statutory functions of RNI include maintaining a Register of newspapers and publications published across the country, issuing Certificate of Registration to newspapers and



publications, informing District Magistrates concerned about approval of titles of fresh newspapers and scrutinizing and analyzing the annual statements submitted by the publishers of newspapers and publications. RNI also submits an annual report on the print media scenario in the country, named 'Press in India', to the Ministry of Information and Broadcasting. RNI authenticates self-declaration certificates for import of newsprint to actual users registered with RNI. Apart from these functions, the office also conducts circulation verification of the registered publications, for the purpose of BOC advertisements.

Other than the above mentioned units working under the I and B Ministry the public sector undertakings and autonomous bodies aided by the ministry are:

1. All India Radio;
2. Doordarshan;
3. Song and Drama Division;
4. Research and Reference Division;
5. Directorate of Field Publicity;
6. Central Board of Film Censors;
7. Directorate of Film festivals;
8. National Film Archives;
9. Film and Television Institute of India;
10. Children's Film Society;
11. National Film Development Corporation; and
12. Directorate of Evolution.

The state government and the Union Territories and the public sector undertakings including nationalized banks have their own department / directorates of information and public relations/publicity. These departments undertake publicity of all types through different media and keep the state government and concerned organizations informed of the press and public reactions.

#### **17.4.11 External Publicity Division**

The country's external publicity is handled by the External Publicity Division of the Ministry of External Affairs. The objective of this Division is to project the correct and objective image of the country abroad. The Division also seeks to promote understanding, sympathy, and support to India's external policy in foreign countries.

Apart from press publicity, the Division undertakes audio-visual publicity including organization of exhibitions and cultural programs. It produces small pamphlets, especially for foreign readership and distributes other printed publicity materials on various aspects of Indian developmental effort. It works in close cooperation with other ministries and departments of the government of India, particularly the I&B Ministry.

#### **17.4.12 Book production / promotion organizations**

Books at low price, book industry, publishers, authors, printers. book sellers, children's books, trust for publication of university level books at subsidized rates, books on teachings of the national leaders, books on Tourism. Setting up of the Sahitya Academy in New Delhi in 1954 for development of English literature, translate literary works.

### 17.4.13 Film organizations

The Films Division, set up in 1948, with its headquarters at Bombay, records through the medium of newsreels and documentaries the contemporary history of India and the socio-economic progress of the country. Its main aim is to mobilize the film medium for providing audio-visual support in the dissemination of information to Indian and foreign audiences.

The Directorate of Film Festivals makes arrangements for national and international film festivals in India and participation of India in film fest abroad.

## 17.5 GOVERNMENT AND THE PRESS

The Government is the biggest source of news. In the absence of regular flow of governmental information, the press just cannot discharge its responsibility to inform and educate the citizens or mould public opinion. Similarly, no government, much less a democratic one, can do without the press. Therefore there has to be a good working relationship between the two.

## 17.6 PUBLIC RELATIONS IN PRIVATE ORGANIZATIONS

A public relations officer of an organization will not be able to discharge his functions adequately and properly if he does not know the problems of the internal and external activities of the organization in its entirety. It is necessary for him to have an integrated thinking and approach. He must have a clear concept of the company's socio-economic development, economic plans, and an overall view of the different sectors, their long and short term perspective. What may undermine the relationship from an agency perspective resulting in the Internal PR Manager, and the organization, in not getting the best from the agency? Given below 10 'insights' into what can often matter from an agency perspective.

- 1. Lack of support from the Internal PR Manager.** The internal PR person has to be the gatekeeper between the organization and the agency. The agency has to expect the Internal PR Manager to defend it and not simply 'pass the message' from others. The Internal PR Manager must defend the agency like he/she defends his/her own staff.
- 2. Lack of clear briefs.** An agency depends on getting a clear brief. It's the responsibility of the Internal PR Manager to provide such a brief, with achievable deadlines and defined - and agreed -outcomes for the project or activity. Briefs provide the whole basis on which the relationship is based and how the effectiveness of the agency can be measured.
- 3. Lack of information or access.** The agency needs information from within the organization in order to fulfill its 'task - either supplied or via direct access to people who have it. The Internal PR manager has to either set up procedures or meetings to access it or allow' the agency direct access within the organization.
- 4. Lack of commitment.** For PR to be successful organizations often have to do things differently take a stance or sometime~ simply' be quoted on a particular topic. It's frustrating for an agency to have an organization that is not prepared to make the .necessary commitment to make it stand out.
- 5. Unreasonable expectations.** The agency has to perform but nothing erodes a relationship mo.re than the agency being expected to do the impossible, especially when demands are

placed by executives within the organization (or from overseas) who do not understand PR and the boundaries within which it must operate.

Here are some suggestions to the key ingredients to ensure that the Internal PR Manager better manages the relationship.

**Establish clear responsibilities - avoid duplication.** Each party brings skills and knowledge to the relationship. Ensure these are clearly defined and reviewed from time to time. This is especially so in the media area where both they and you will have contacts'.

**Be Transparent.** Let others parts of the organization see your external people at work. Sales and marketing can often be critical of internal PR hiring external resources. To minimize issues ensure that the external agency also has regular contact with sales and marketing (and even the GM or MD). If your agency is good and knows its stuff' this will become self-evident, silencing any critics down and making your job easier.

**Give credit to agency when it is due.** Just as you need to ensure that your own internal staff is seen to be 'doing' a good job by the organization, the same is needed with the external agency. The more credit they can be given, the more it justifies their retention of an external PR agency.

**Encourage the performance of agency.** If the agency is not performing, be honest and let them know. But do so in a planned and detailed way. Support your point of view with examples as you would if you were reviewing an employee. But, come back to the subject after a set review period to assess the performance.

**Be organized and manage.** If you are not organized and top of your job you can't expect the agency to perform to their best. It is up to the organization to institute appropriate reporting systems, by ensuring regular reviews taking place with the management of the agency not just the people doing the work, and generally manage and direct the agency.

## 17.7 SUMMARY

The media also provide feedback information to the government about people's reaction. They provide liaison with the state governments and other organizations working in the field of information and Publicity: The ministry's mass communication set up includes regional and branch offices as well as mobile units spread all over the country. They include PIB, RNI, DD, AIR, DAVP and many such media units that disseminate information related to government depts and offices.

## 17.8 SELF ASSESSMENT QUESTIONS

1. What is the significance of PIB?
2. Discuss the role of DAVP in advertising on behalf of government.
3. Write about the activities of publications and photos divisions.

## 17.9 SUGGESTED READING

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Mehta D.S. : Hand Book of Public Relations
4. Rayudu, C.S. and Balan K.R. (2009) Principles of Public relations, Himalaya Publishing house, Mumbai.

# **LESSON-18**

## **INTERNATIONAL PUBLIC RELATIONS**

### **AIMS AND OBJECTIVES**

After reading the lesson, the student, will learn about

- International growth
- The challenges of international public relations
- Myriad forms of public relations
- Business-driven public relations

### **Structure**

#### **18.1 Introduction**

#### **18.2 International growth**

#### **18.3 China**

#### **18.4 Arab nations**

#### **18.5 International public relations and challenges**

#### **18.6 Myriad forms of public relations**

#### **18.7 Propaganda vs PR**

#### **18.8 Culture**

#### **18.9 Business-Driven Public Relations**

#### **18.10 Summary**

#### **18.11 Self Assessment**

#### **18.12 Suggested reading**

### **18.1 INTRODUCTION**

Public relations have been consolidated in the first half of the century especially in USA. Later International public relations got its footing in second half of the twentieth century. As confusion is experienced in the definition of public relations the same continued in international public relations also. Jon b. riffle, former chairman of the International Committee of the Public Relations Society of America (PRSA) defines international public relations as “just public relations - everywhere.”

There are broad basic principles that may be applied for this type of PR. With regard to PR a different approach is to be farmed in each country and to certain extent for each community. We shall consider- these signals projected through overt messages and non-verbalized action- with a brief suggestion of some of the reasons for the necessity of different, specially planned approaches in every country under considerations.

### **18.2 INTERNATIONAL GROWTH**

The development of educational facilities in many countries enabled illiterates to read, write, and express their opinions on national and international issues. But growth of telecommunications facilitated rapid worldwide transmission of ideas and information to all segments irrespective of educational qualifications. It has created new opportunities for people of all nations to communicate freely with each other and with the people of other countries. In Asia, Africa, Australia, and South America, public relations people have adapted basic techniques to their own national needs based on the models developed by

U.S.A. U.S corporations are increasing their investments in foreign countries, creating thereby a need for public relations to develop favourable public opinion abroad. Stake holders of the emerging nations are learning to communicate more effectively, to industrialize their economics, to express their opinions freely, and to assert their national ambitions. The international growth of PR practice began in countries with strong links to the USA and UK companies. In Brazil, PR can trace its origins back to 1910. On the same lines PR began in the USA. In UK, American PR companies began opening offices in London after the Second World War. In Japan the first PR society was founded in 1964. As political regimes changed even countries previously hostile to the USA began to embrace PR. In Russia, one of the most PR markets, the emergence of PR can be directly linked to a campaign for the opening of McDonald's restaurant in Moscow in 1990.

### **18.3 CHINA**

Significantly, the least developed PR markets are those which have had least exposure to US influence. China is the most recent PR market where 2008 Olympic Games played an important role in helping the industry to develop. The development of Chinese business globally, and the inward movement of multinational companies to China, have also been important factors in the growth of the industry. In 2006 it was estimated that turnover for the PR industry in China was US\$1.1 billion and grew by 33% from 2006 to 2007.

According to the 2007 Paul Holmes report on "The State of the Public Relations Industry" in the western countries growth of PR has almost flattened to a stable range of 9% to 11%, with the growth geographies being India (as too China) growing at four times the Western pace. According to the report, "The future in growth is expected to multiply enormously in China and India. In Eastern Europe (particularly those countries recently admitted to the European Union) and in the Middle East (albeit from a very small base)." Good prospects for growth are noticed. India and similar economies have become favoured destinations for global PR firms keen to extract their share of growth from this market. The late realization by many global majors that India has an equal or superior potential than China, has left quite a few in the race for market share. There is an increasing interest in whether specific economic and social circumstances will produce a particular type of PR practice. For the US/UK model of PR can thrive with the support of essential requirements such as a market economy to allow for the uncontrolled buying and selling of goods and a free press that will allow communication that is free of censorship of news. In China and Russia these conditions have been relatively new. Russia has only enjoyed a free media since mid1980s, following the collapse of the Soviet Union. PR industries in both countries are not robust but are nevertheless growing very quickly.

### **18.4 ARAB NATIONS**

In Arab nations, "a press release, for example, may read more like a political proclamation than a news announcement". United Arab Emirates practitioners view public relations not as a communication function but as a social relations one, placing a great deal of emphasis on receiving delegations. Most Egyptian universities don't differentiate between sales, marketing, and public relations, and practitioners consequently often view public relations as a hospitality-related function. In the Middle East, hospitality functions for dignitaries have constituted public relations. Guest relations and translation services were similarly early forms of public relations in China. In Singapore, public relations often is seen as a sales and marketing function and is used heavily by the government.

## 18.5 INTERNATIONAL PUBLIC RELATIONS AND CHALLENGES

Public relations are coming of age around the world. In the 20<sup>th</sup> century, the United States took the lead in defining its practice and formalizing its structure. But in the new millennium public relations are blossoming from a U.S.-based industry into a global industrial phenomenon spanning countries with vastly different cultures, economic and political systems, and levels of development. The number of public relations agencies and organizations that have sprung up around the world in the past few years are proof that public relations is recognized and formalized around the world, from the United States to sub-Saharan Africa to Asia.

Consider, for example, Ireland, Romania, Russia, and Italy, which are among the more than 20 different European nations with public relations associations. Public relations in Italy has grown so much that T. M. Falconi, president of the Italian Federation of Public Relations, claims one of every 1,000 Italians is a “public relations operator”. In Bulgaria, the public relations field is “developing too fast and it will be not overstated if we say that most of the public relations agencies and departments are as good as the colleagues from West Europe”. In 1992, there was only one public relations agency in Bucharest, Romania; now there are 20. According to a 2004 poll, China has more than 1,500 Public Relations firms, and Public Relations are one of the top five professions in the country. The growth of the profession in China has caused a shortage of qualified public relations professionals. In Russia, Mikhail Margelov, head of the Russian Information Centre, said, “The Russian experience since 1996 is one of rapid and steady growth of public relations work practically in all spheres of the life of the country”. The Middle East Public Relations Association anticipated a 30% surge in membership.

But this talk of the growth of public relations is really about the increasing presence of institutional structures to define its practice and to legitimize it. Although public relations has been studied as a social science and formalized only in the 20th century, evidence of its practice can be traced back to ancient civilizations in Egypt, Babylon, China, Greece, and Rome, to name but a few. In medieval India, sutradhars, or traveling storytellers, spread rulers’ messages, serving common public relations function. Egyptian leader Hatshepsut, the first woman Pharaoh, might not have been able to hire a public relations agency to help improve her image, but she was surrounded by advisors who guided her using public relations techniques. The elements of public relations are as old as ancient Egypt and older, and they have developed over the years around globe in various ways.

Because of varying forms of public relations in much of the world, the field is fraught with inconsistency and varied international views of its purpose and practice. There is still no overarching definition of public relations, and there is little consistency among practitioners for describing their profession. In Asia, Public Relations professionals commonly see their work as tantamount to sales and marketing, in Latin America event planning might be viewed as public relations, and in the United States it is often called a strategic management function. The gap between these forms of public relations is evident in the lack of a truly international public relations theory that addresses Diaspora nations, varying economic and sociopolitical systems, and different cultures. Recent scholarship has made progress toward addressing some of these needs. Still, the practice of public relations is far more progressive than its scholarship.

## 18.6 MYRIAD FORMS OF PUBLIC RELATIONS

A wide base of public relations research, generated mostly in the United States, holds that public relations exists only in certain conditions, which commonly include democracy, economic and press freedom, and civil liberty. Significant parts of the world fail these

conditional criteria, and those areas have much to offer the development of a theory that is truly international in scope. In those areas, Public Relations are practiced in some form or another, although that form might differ from the U.S. conception of public relations as an organizational function that precludes propaganda and persuasion. Most U.S. theories posit that two-way communication is needed, with an organization using research to initiate a dialogue with targeted publics. Through that research, traditional symmetric theory holds, it's possible to build meaningful relationships by adapting and remaining flexible. One-way concepts of communication, such as propaganda and persuasion, are subsequently rejected, cast into an ill-defined area other than legitimate public relations.

### **18.7 PROPAGANDA VS PR**

But what are we to make of some Eastern European countries, where propaganda is still seen as a tool of centralized governments? Or countries in Latin America, Africa, and Asia, where government control of information and media conflict with democratic principles? Or many countries around the world that hardly differentiate between public relations, propaganda, and persuasion? Our position is that these questions must be explored to inform public relations as an international practice: Public relations is being practiced around the world, independent of Western theories and definitions, whether or not traditional theories have adequately accounted for that practice and its diversity. Researches suggests that propaganda can be either a phase in a process that leads to traditional public relations or synonymous with public relations, particularly in countries emerging from dictatorships and authoritarian governments. When propaganda is considered as a form or relative of public relations, it becomes part of a process of generating meaning, influenced by cultural norms and perceptions depending on region of the world.

This idea explains why “public relations” in one country might be “propaganda” or “information” in another. With increasing globalization, shared situations transcend national lines and contiguous boundaries as key factors. Globalization has dissolved national boundaries into a distinct set of situational particulars. The new phases on the international arena new operations such as governments shifting to democracy, nation building, multinational corporations (MNCs) envisioning expansion, NGOs trying to boost development and monitor global issues, and nations branding themselves to attract tourism and investment.

### **18.8 CULTURE**

Culture is the layer that doesn't lend itself to monolithic designs of national identity. In sum, by observing how shared situations and cultures clash and assimilate, we can identify common areas of practice. The complexities of international public relations are also reflected by a cultural emphasis on social relations, notably in parts of the Middle East and Asia. In the former, it's important to take into account the historical and ideological context of the region, often based on the Quran in Islamic countries. Cultural differences give rise to distinctly different communication traditions between most Arabic nations and the United States. Asia offers layers of cultural constructs essential to understanding Eastern forms of public relations. Cultural constructs don't affect public relations practice; they are the essence of public relations practice. Korea has *cheongsam*, for example, an idiomatic expression that loosely relates to respect between two individuals. At a 2002 public relations conference, one author saw a Korean scholar spend more than 10 minutes trying to explain *Cheong* in English before giving up, saying he couldn't give the term due justice in English. China similarly has *Renqing*, a set of social norms one must be able to negotiate to function effectively in

Chinese society. The different cultural practices in relation to gender and age in Eastern cultures are minefields for unsuspecting public relations efforts that fail to negotiate the Eastern landscape, where sophisticated and systematic social relations define society.

### **18.9 BUSINESS-DRIVEN PUBLIC RELATIONS**

For economic titans such as the United States, the United Kingdom, and Germany, international public relations often consists of MNCs establishing presences abroad and large agencies branching into different countries. These examples place business and corporate interests at the forefront of international public relations. Co-founder of Burson-Marsteller, said the agency's efforts to become a truly global business hinged on opening offices in Europe, Australia, and Asia. Well-known public relations agencies in the United States almost all have exported their business around the world by opening offices or partnering with local firms. Edelman, which bills itself as the world's largest independent public relations firm, maintains 43 offices around the world, according to its Web site.

For every well-known corporate giant such as Nike or Coca-Cola, scores of other businesses are expanding abroad and recognizing public relations is a necessity, not an option. Gone are the days of riding roughshod into other countries, opening shop, and watching money pile up in the company safe. As technology has linked the world, public perceptions of corporations and concomitant practices are some of the indicators of effective business practice. Nike's corporate reputation has been scorched by charges of operating sweatshops in countries such as El Salvador and China. Web logs (blogs), maintained by cause-minded individuals and groups, and watchdog group Web sites have supplemented traditional news media to make Nike's public relations challenges truly global.

### **18.10 SUMMARY**

Public relations are a process of communication, whether written, verbal, or neither, as a purposeful choice to create and recreate ideas and generate meaning. Public relations are practiced around the world, often without formalizing local structures to define its practice and role in indigenous society. Notions of public relations vary greatly around the world because of different cultures, languages, and socioeconomic and political conditions. The evolution of public relations has had a different path in all cultures, depending on historical, political, and economic development. Recognizing cultural diversity and nuances of culture are keys to understand diverse public relations practices around the world.

### **18.11 SELF ASSESSMENT**

1. Trace the situation of PR profession in China
2. Does the models of politics and governance influence the PR. Discuss.
3. Identify the differences of Professional attitudes among international associations.

### **18.12 SUGGESTED READING**

1. Cutlip and Center : Effective Public Relations
2. Lesley : Hand Book of Public Relations
3. Moore, H.F. and Kalupa, F.B. (2005) Public relations, Principles, Cases and Problems, Surjeet Publications, Delhi.



# **LESSON-19**

## **EVALUATION OF PR**

### **AIMS AND OBJECTIVES**

The student will understand the significance of

Public opinion research  
Impact Analysis  
Closed-System Evaluation  
Open-System Evaluation

### **Structure**

- 19.1 Introduction**
- 19.2 Measurement Strategies**
- 19.3 Measurement-by-Objectives**
- 19.4 Impact Analysis**
- 19.5 Common mistakes**
- 19.6 Public opinion research**
- 19.7 Closed-System Evaluation**
- 19.8 Open-System Evaluation**
- 19.9 Summary**
- 19.10 Self Assessment**
- 19.11 Suggested reading**

### **19.1 INTRODUCTION**

Every activity of an organization is measured by its relative benefit to the firm. So is the case of public relations departments also. Evaluation permits the practitioner to assess the effectiveness of the efforts put up by the department, demonstrate that effectiveness to management, and plan for future efforts. To improve the working capacities it is necessary for public relations practitioners to display their professional worth of what they do.

### **19.2 MEASUREMENT STRATEGIES**

Because of the intangible nature, it is very difficult to assign a value to the activities of a PR department. Often practitioners land themselves in to problems due the use of erroneous measures of measurement. Like the other steps of practice, evaluations need careful planning in the field of PR also. The evaluation exercise should be started from the first step itself and shall be continued along with the execution o each step. If evaluation exercise is postponed to the post implementation stage it might generate inappropriate data. Each component shall be constructed with an eye toward later measurement of its success.

### **19.3 MEASUREMENT-BY-OBJECTIVES**

The use of management-by-objectives (MBO), or any similar planning process, will address the measurement problem in public relations. Its basic elements can also be applied to programmes, projects, and work groups. MBO is used to prepare advance statements, usually

during the planning phase, concerning legitimate expectations from a given effort. These statements must be mutually agreed on by all those involved before the action occurs.

The basic MBO steps include the following:

1. If more than one person is working on the project, the entire group should be involved in setting the objectives to ensure that no portion of the task is overlooked and all are each contributor feels committed to the effort.
2. Once the group's objectives are established, each subordinate should work with the project manager to define a set of individual objectives. These keep the project moving by making certain that everyone understands his or her role.
3. This step defines a series of objectives along the process of achieving the overall target.
4. Determination of measures of achievement: The point at which the effort will be considered complete should be specified in terms of either a time element or the achievement of a stated objective.
5. Because no objective can be defined with absolute precision it is important to use information gained from each evaluation process to improve the planning for the next public relations effort.

## **19.4 IMPACT ANALYSIS**

Measuring the impact or results of the public relations effort is always difficult and never totally objective. However, the more public relations practitioners can quantitatively measure the results of their work, the better they will be able to plan future efforts and demonstrate their value to organisational decision-makers. Regardless of its size four dimensions of measurement that can be applied to assess the impact of any public relations campaign.

### **1. Audience Coverage**

Perhaps the first point that must be addressed in any evaluation is whether or not the intended audiences were reached. Other questions that should be answered in the initial phase are: To what extent was each target audience exposed to the various messages? Which unintended audiences also received the messages? Two basic measures are used to help answer these questions. First, accurate record keeping must detail what messages were prepared and where they were sent. Second, a system must be employed for tracking which releases were used and by whom. The measurement of audience coverage involves more than just the ratio of press releases used. The professional must also be able to specify what audiences were reached through which media. This type of data is available from readership surveys and audience rating information obtainable through media advertising sales departments. Audience profiles for each publication or broadcast station can be calculated with the amount of space or time used to yield a complete measure of audience coverage. It can be reported in terms of total column inches (for print media) or amount of airtime per audience (for broadcast media) for each release or event.

### **2. Audience Response**

Once it is determined that a message has reached its intended audience, the practitioner must evaluate that audience's response. Such information can be obtained through various pre-testing methods of message. In this procedure samples of each target audience are exposed to various messages before they are released. It can also determine if the message attracts attention, rouses interest, or gains audience understanding. Good sampling techniques and questionnaire design, accurate predictions can help in correcting the messages and redesigned if need be to achieve the goal in a perfect manner. This exercise is carried before messages are released. But messages, such as spot news or stories written from releases, cannot be

measured in advance because the practitioner does not control them. It is necessary to measure audience response using the survey techniques. Lot of controversy surrounds the formula which is accurate and what factors are necessary to compute readability. The index score of a news release compared to the score of the publication for which it is intended should indicate whether or not the two are compatible.

### **3. Impact of Campaign**

In addition to considering audience response to individual messages, the practitioner must be concerned with the impact of the campaign as a whole. If a campaign is correctly researched and planned, its elements will interact to produce an effect that is much greater than the sum of the response to the individual messages. If the mix is not right, however, the combined elements of the campaign, no matter how individually excellent may fall far short of the goal. Hence, it is important to measure the cumulative impact of a public relations campaign, keeping in mind the goals developed in the planning phase. This measurement can be made only after the campaign has been in progress long enough to achieve some results. If one campaign goal is to maintain or increase favourable attitudes toward an organisation among members of certain publics, research methods such as image surveys can be used to gauge success. Usually this calls for both pre-tests and post-tests or for a series of surveys to track attitude trends. In addition, the practitioner can measure certain actions by members of a public like complaints, inquiries about services, and requests for reprints.

### **4. Environmental Mediation**

Public Relations campaigns do not exert the only influence on the attitudes and behaviours of their publics. Any campaign exists in an environment of social processes that can have as much or more effect on the attainment of its goals as the prepared messages do. Therefore, the measured results must be interpreted in light of various other forces. Failure to reach a goal may not be failure at all when unforeseen negative conditions have arisen. Likewise, a striking success may not be entirely attributable to the public relations campaign. One method the practitioner can use to monitor environmental influences, even with a modest budget and a small staff, is focus group interviewing. Focus groups are composed of individuals randomly selected from a public who meet to discuss the campaign. Focus groups should be asked to discuss their reactions to the elements of the campaign and assess the campaign's overall effect. They can also help interpret data obtained in the campaign impact stage in relation to historical, social and political events that may have had influence.

Four stages of measurement can help a public relations practitioner further assess the results of a campaign and plan effective future efforts. These stages of measurement also yield the kind of real-world data that managers in other areas of an organisation use to support their activities.

## **19.5 COMMON MISTAKES**

Some common mistakes in the measurement of public relations effectiveness include:

### **1. Volume is not equal to results.**

Too often, the working assumption is that if one press release is effective, three will be three times as effective. A large stack of press clippings may be proof of effort. But results in terms of the effect of those clipping on the publics for which they were intended cannot be measured by volume. Even audience measurement devices designed to count the number of people exposed to a message do not show whether or not those exposed actually paid any attention or, if they did, what affects the message had on them.

**2. Estimate is not measurement.**

Relying on experience and intuition to gauge the effectiveness of public relations efforts is no longer acceptable as objective measurement. Experts know that appearances, even to the trained eye, can be deceiving. Guesswork has no place in a measurement system. Budget preparation demands hard facts.

**3. Samples must be representative.**

Many wrong decisions about the future of a public relations campaign have been based on a few favourable comments that were either volunteered or collected unsystematically. Several pitfalls exist: Only those with positive (or negative) comments may volunteer them; some people, when asked, tend to give the response they think the interviewer wants to hear; or the selection of interviewers may be unintentionally biased. Samples must be selected scientifically and systematically to avoid such errors.

**4. Effort is not knowledge**

One of the most common public relations objectives is to increase the public's knowledge about a particular subject. Sometimes practitioners assume a direct relationship between the amount of effort they spend in communicating in the message and the amount of knowledge a public acquires. This leads to a problem of volume error. In spite of any communicator's best efforts, all publics will eventually reach a knowledge plateau at which very little additional learning occurs.

**5. Knowledge is not a favourable attitude.**

Communications is often deemed successful if the public has gained knowledge of the message content. However, even when pre-test and post-test results indicate an increase in knowledge, it cannot be assumed that more favourable attitudes have resulted. A high degree of name recall or awareness is not necessarily an indication that the public relations effort has been effective. Familiarity does not necessarily lead to positive opinion.

**6. Attitude is not behaviour.**

While positive public opinion may be a legitimate goal of public relations, it is incorrect to assume that favourable public holds favourable attitudes toward a client or organisation. They still may not actively support the goals of the public relations campaign. Practitioners must be aware of the need to predict behavior, or at least potential behaviour, when measuring public opinion.

**19.6 PUBLIC OPINION RESEARCH**

Public opinion research includes image surveys, motivation research, effectiveness surveys, and individual public studies, two or more of which may be used concurrently in determining the character of opinion. Opinion research seeks answers to what people think about a business or non-profit organization and why they think as they do, as well as their attitudes toward company principles, practices, and products. In addition to determining the views of the public as a whole, studies are made of opinions of individual publics, such as employees, stockholders, suppliers, dealers, neighbours and educators. The effectiveness of public relations activities in creating favourable opinion of a company or industry is also studied to determine possible improvements in the communication programme or indicated changes in company policy.

## 19.7 CLOSED-SYSTEM EVALUATION

Two models of public relations research exist into which most measurement efforts can be categorized: open and closed evaluation systems. A closed system evaluation limits its scope to the messages and events planned for the campaign and their effects on the intended publics. This pre-test strategy is designed to uncover miscalculations that may have gone unnoticed in the planning stage. The post-test evaluations are conducted after the campaign has been underway long enough to produce results. Post-test data can be compared to pre-test results and campaign objectives to evaluate the effectiveness of the effort. These results also provide input for planning the next campaign.

*Pre-test/Post-test Design.* Factors normally considered in the standard pre-test and post-test evaluation design are as follows:

**1. Production:** The evaluation includes an accounting of every public relations tool used in the campaign (press release, press kits, booklets, films, letters, etc.). The amount of material actually produced and the Total cost of production yield important cost-effectiveness information. The amount of time and money devoted to each segment of public relations efforts can be reassessed with this type of data.

**2. Distribution:** The evaluation examines the channels through which the messages of the campaign are distributed. Clippings collected by professional services are often used to measure how many stories were actually printed. The number of radio and television stations that picked up the story can be important information. These kinds of data are perhaps most frequently used to evaluate public relations campaigns. Note that although distribution data provide a reasonable measure of the campaign's efficiency, they do not really address the issue of effectiveness.

**3. Interest.** These surveys are relatively good measures of what readers actually consume, but they do not measure comprehension or the effect of the message on the reader. Television and radio use similar survey methods to determine what programmes and times people prefer.

**4. Reach:** Reader interest surveys not only reveal whether or not a story was read but also describe the people that read it. The efficiency of a message is the extent to which it actually reaches the intended audience. A reasonably accurate measure of how audience is being reached by which message is imperative in any evaluation. Television and radio rating services provide information concerning the characteristics of audience at various times of day.

**5. Understanding:** While it is important to determine whether the target audience is being reached, it is equally important to know whether or not the audience understands the message. A public relations campaign cannot be considered successful if the public does not get the point. Frequently, readability tests are applied to printed messages to measure their accessibility.

**6. Attitudes:** Creating and maintaining positive attitudes or changing negative ones is a central purpose of all public relations activity. Therefore, measurement of attitudes, or preferably of attitude change, is a highly prized form of evaluation. Frequently a pre-test/post-test measurement is conducted to determine the degree of change in the attitudes of target publics that can be attributed to the public relations campaign. Attitude measurement is

a sophisticated behavioural science technique that presents many opportunities for error. Few practitioners attempt major attitudinal studies without the help of professionals who specialize in this type of measurement. Many factors, ranging from the need for a scientifically selected sample to the construction of a questionnaire that will not bias results, make attitude measurement a difficult task for most practitioners.

During early 1970s, oil companies caught in the grip of an embargo that caused escalating prices, shortages, and long lines at the gas pumps experienced losses in favourable public opinion in spite of massive public relations efforts. The effectiveness of their messages was undermined by events outside the control of any public relations campaign. Therefore, these events had to be factored in when the public relations efforts were evaluated. While the companies experienced losses rather than gains in positive public opinion, the campaigns may still have been effective. In the absence of a workable public relations plan already in place, the losses in factorable public opinion could have been even more devastating.

### **19.8 OPEN-SYSTEM EVALUATION**

Although a pre-test/post-test design may be appropriate for evaluating short range projects, many public relations programmes are too complex for simple before-and-after measures. Continuing or long-range programmes, such as changes in organisational policy, require an evaluation method that can provide feedback throughout the process, before the end results are available. Open-system evaluation models attempt to account for factors outside the control of the public relations campaign when assessing its effectiveness.

The open-system model emphasises the extent to which the public relations function is encompassed by numerous other aspects of an organisation and its environment. Environmental monitoring and social audits as data-gathering methods yield valuable information for evaluating effectiveness in public relations campaigns. The impact of public relations efforts on various environmental factors can be one useful measure of results. In turn, environmental data can help explain the effects of a campaign. Because most of these factors are outside the organisation's control, they may operate as confounding variables in a closed-system evaluation.

Internal data are also useful for evaluating public relations campaigns. Public relations messages should be expected to have as much effect on the managers and employees of an organisation as they do on other publics. It is useful for organisations to research their internal climate for public relations planning information, and the same holds true for evaluation.

### **19.9 SUMMARY**

Public relations practitioners should look inside and outside their organisations to measure the effects of their efforts. Like environmental factors, the internal climate of an organisation can help explain the effect of public relations effort. Union activities, management perceptions, and changes in company policy can all affect the results of a campaign. Many of the factors included in the open-system evaluation model are difficult to measure accurately recognizing these factors is itself an important step toward evaluating public relations efforts. The value of open system evaluation is that it considers public relations efforts. The value of open-system evaluation is that it considers public relations within the broader context of overall organizational effectiveness.

**19.10 SELF ASSESSMENT**

1. Discuss the importance of evaluation procedures in PR Activities.
2. Elaborate various tests to be conducted to measure the success of PR campaigns.
3. Differentiate between open and closed systems of evaluation.

**19.11 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Cutlip and Center : Effective Public Relations
4. Lesley : Hand Book of Public Relations
5. Mehta D.S. : Hand Book of Public Relations

# **LESSON-20**

## **PROFESSIONAL ORGANIZATIONS OF PUBLIC RELATIONS**

### **AIMS AND OBJECTIVES**

After reading the lesson, the student, will learn about

- Public relations society of India
- International public relations association
- Public relations society of America
- Global alliance of public relations and communications management

### **Lesson structure**

#### **20.1 Introduction**

#### **20.2 International public relations association (IPRA)**

#### **20.3 Public relations society of America (PRSA)**

#### **20.4 Global Alliance of PR and Communications Management**

#### **20.5 Public Relations Society of India (PRSI)**

#### **20.6 Summary**

#### **20.7 Self Assessment**

#### **20.8 Suggested reading**

### **20.1 INTRODUCTION**

Public relations professionals would be continuously working to improve the services offered in their jobs. It is such a delicate area of work where it involves the relations with the large sections of society in the form of publics and simultaneously the image of the organizations as well as the individual would be at stake. They need to tread very consciously and see to it that the name of the organization for which one works is not tampered in the business. IPRA, PRSI, PRSA are some of the professional organizations related to this area which have been working to support the profession by conducting various programmes to improve the skills of professionals and guide them in the right direction.

### **20.2 INTERNATIONAL PUBLIC RELATIONS ASSOCIATION (IPRA)**

In 1949 Dutch and British public relations practitioners met to discuss organizing public relations professionals into a transnational society and concluded that raising standards of public relations practice should be raised to improve the quality and efficiency of practitioners. Based on it The International Public Relations Association (IPRA), a global organization was formally established in London in 1955. In the first instance a Constitution was adopted and the first IPRA Council was appointed. The realization of the idea of establishing an International Public Relations Association (IPRA) first took concrete shape in November. Since then the members of IPRA continued to working towards the ethical practices of public relations profession across the world. It was also instrumental in the creation of the Code of Athens, the basis of the code of conduct for professionals of Public Relations across the globe.



**Mission.** IPRA's mission is to promote the development of public relations practice internationally. Public Relations is defined as the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its public. Such development is essential for the benefit of the practice of public relations in commerce, industry, central and local government, nationalised undertakings, professional, trade and voluntary organisations and all practitioners and others concerned in or with public relations.

IPRA Gold Papers have concentrated on ethical behavior and practice of professionals. IPRA turned out to be an active virtual global network of PR practitioners. It tries to communicate through online and created a platform to exchange knowledge, experience by means of conferences, workshops and the prestigious IPRA World Public Relations Congress. Every year IPRA declares Golden World Awards to those excelled in Public Relations profession. They are finalized by a jury of eminent global practitioners. Since 1977 the IPRA President's Award is being declared to an organisation or individual in recognition of their "outstanding contribution to better world understanding". IPRA has more than 700 full members in over 80 countries around the world.

issues in public relations practice. IPRA is run by a Management Committee of officers and regional representatives elected by the membership in each region.

- Africa
- Asia and Oceania
- Europe
- North America
- South America

**Campaigns.** In 2001 IPRA launched a campaign to control unethical and sometimes illegal practices in the relationships between public relations professionals and the media. The Media Transparency Charter was designed through the campaign evolved international standards of ethical behavior.

It is being practiced by public relations practitioners in more than 100 countries, by 50 national and international public relations associations with a total of around 250 thousand practitioners worldwide. At least half a million editors, media executives and journalists representing media organizations in 115 countries are making use of the services.

The organization also conducts surveys to gauge the mood of stakeholders in a pioneering research. In Poland it dealt with the media bribery case and provided a benchmark result. The Polish Public Relations Consultancies Association (PPRCA) cooperated with the Institute for Public Relations (USA) and the International Public Relations Association as a follow-up to their 2003 International Index of Bribery for News Coverage. Same academic model has been taken up in Romania in cooperation with the Romanian Public Relations Association. Such research projects are conducted in the Middle East and in Switzerland also. In the process adopting the Media Transparency Charter many organizations have joined the International Public Relations Association. This premier association for senior international public relations professionals has over 1000 members worldwide. There are many other global organizations working on the lines of PR professional organizations. They are

- The International Press Institute has members in 115 countries and is dedicated to promotion and protection of press freedom and the improvement of the practices of journalism. IPI's membership is made up of editors, media executives and leading journalists working for some of the world's most respected media outlets.
- The International Federation of Journalists is the world's largest organization of journalists. It has around 500,000 members in more than 100 countries and promotes

international action to defend press freedom and social justice through strong, free and independent trade unions of journalists.

- The Global Alliance is composed of over 50 member organizations, representing more than 150,000 individuals, with a mission to unify the profession and provide a framework for collaboration among the public relations profession and its practitioners throughout the world.
- The International Communications Consultancy Organisation (ICCO) is the voice of public relations consultancies across the world. It is the umbrella organisation for more than 850 consultancies through their trade associations in 28 countries. ICCO's 26 full member countries all have a formal trade association of PR consultancies. Since July 2005, the agencies affiliated to the ICCO through their member trade associations are expected to observe the Charter's standards in relations with editorial providers. The Institute for Public Relations Research and Education, located at the University of Florida, is dedicated to improve the professional practice of public relations through research, education, measurement and evaluation.

### **20.3 PUBLIC RELATIONS SOCIETY OF AMERICA (PRSA)**

The world's largest and foremost organization of public relations professionals in USA Public Relations Society of America (PRSA) was started in 1947. It provides professional development, sets standards of excellence and upholds principles of ethics for its members and, more broadly, the multi-billion dollar global public relations profession. They also advocate for greater understanding and adoption of public relations services, and act as one of the industry's leading voices on the important business and professional issues of our time. PRSA has more than 21,000 public relations and communications professionals as members. They also include recent college graduates to the leaders of the world's largest multinational firms. Their members represent profession, practicing and academic setting within the public relations field. More than 10,000 students are members of the Public Relations Student Society of America (PRSSA) at colleges and universities here and abroad.

### **20.4 GLOBAL ALLIANCE OF PR AND COMMUNICATIONS MANAGEMENT**

The Alliance framework works to promote the public relations profession and its practitioners at a global level. The Alliance was formally established in Chicago, Illinois, USA, on 25 October, 2000, after a Public Relations World Congress sponsored by the Public Relations Society of America and the International Public Relations Association PRSI is the founder member of the Global Alliance. Through cooperation, the associations and their member practitioners will be able to strengthen the influence of the public relations industry among our constituents around the world. The Alliance is a cooperative of established public relations associations with the mission to enhance the public relations profession and its practitioners throughout the world. It was founded in 2000 in Chicago by 25 national and international bodies, is incorporated under U.K. laws as a not-for-profit entity and has a secretariat in South Africa. Global Protocol on Ethics in Public Relations of Global Alliance reflects the complementary nature and continuity existing between current national association codes. PRSI has its own Ethics Protocol. Dr Ajit Pathak, National President of PRSI has been inducted in the Global alliance executive Board.

In 2005, Global alliance comprised 58 national PR associations representing 160,000 professionals around the world. It provides a forum to:

- Share ideas and best practice;

- Identify common interests and develop global standards; and
- Provide a better understanding of the unique aspects of each culture in which practitioners operate.

And offers access to information regarding:

- Industry news;
- Regional or international conferences and seminars;
- Case studies; and
- Benchmarking research

And currently serves as a vehicle for examining and developing. It works to set up global standards on:

- Ethics;
- Universal accreditation options;
- Curriculum; and
- Body of knowledge

**Membership.** Membership is designed exclusively for national and international associations. No individuals can be members of the Alliance. The presidents and the most senior staff of our member organisations are the voting members of our governing council. Only national member organisations, one per country, can vote. Provisional membership or observer status can be granted at the discretion of the executive board, mainly for national associations in developing countries. Fee is kept low deliberately so as to allow for maximum participation around the world.

## 20.5 PUBLIC RELATIONS SOCIETY OF INDIA (PRSI)

A national association was set up for PR practitioners in the names of Public Relations Society of India (PRSI) and it was established in 1958 in India. Its main objective was to provide a platform to the PR professionals and also to promote the recognition of for the profession. It not only supports the professionals but also tries to create awareness among the public about the objectives and the potentialities of Public Relations as a strategic management function. Though started in 1956 itself the society was registered under the Indian Societies Act XXVI of 1961, and its headquarters is in Mumbai. Kali H. Mody, doyen of PR profession in India acted as the founder President of PRSI from 1966 to 1969. Later Chapters were started in major cities of Mumbai, Delhi, Chennai and Kolkata till 1969.

In 1965, another professional body, the “Public Relations Circle” was set up in Kolkata and was considered as the first professional body PR practitioners in Eastern India. Though it was rendering good work during the First All India PR Conference held in 1968, at New Delhi it has been unanimously decided to discontinue and convert it into the Kolkata Chapter of PRSI, in 1969. Public Relations Society of India works with a National Council, consisting of representatives elected by all the regional chapters. Many chapters have been started in various states of the country and all the chapters shall have their own members and executive bodies to carry the administration.

**Membership.** Members of the society are public relations practitioners from Multinationals, Government, Public and Private sector, Academics and PR consultants would be given memberships in this professional body. The membership of the society is open to any individual, organization, corporate body or association of persons can become members in this. The membership of the society is open to any person and also to any firm, body corporate or association of persons. Such membership takes effect on admission and classification at the discretion of the National Council. Each application for membership is

forwarded by the Regional Chapter to the National Council through Secretary-General of PRSI.

Generally the following classification of the members is noticed in the chapters. They are

- Members;
- Life Members;
- Associate Members;
- Honorary Members; and
- Student Members

The society is recognized as the national PR organization by the International Public Relations Association, and is one of the founder members of the Global Alliance of Public Relations and Communications Management.

**Functions.** The Regional Chapters of PRSI regularly organize seminars, lectures and discussions on various facets of public relations. To promote awareness about updates of the profession and to hone up the skills of professionals as well as to the students the chapters organise professional training with the collaboration of universities and colleges. Students of management, PR, advertising, mass communication and journalism are also encouraged to participate and train themselves to gain opportunities in the PR profession. PRSI today has more than 30 chapters and 3000 strong membership.

At time when a professional approach was being conferred on Public Relations which witnessed a change from publicity, press agency, information the first All India Public Relations Conference was organised in Delhi on April 21, 1968. The theme of the conference was 'Professional Approach'. This has been land mark programme where a significant, professional Code of Ethics for PR profession was adopted. That move gave a fillip to the spirit of professional Public Relations in India.

Apart from the regular PSRI All India conferences a series of prestigious conferences were held under the aegis of national and international bodies. Since 1986 every year *April* 21, is celebrated as the National Public Relations Day with number of programems related to the profession. This helps to focus attention on functions of public relations bodies as well as professionals who can drive other institutions, bodies and individuals towards progress of the concerned departments and ultimately the development of the country.

Another professional body Public Relations Council of India (PRCI) was started in 2004. It strives to enrich professional development and helps the members in networking opportunities to further the cause of the profession. The organisation's Headquarter is based at Bangalore. It works as a pan-India Communication Exchange forum and it has chapters in 38 Indian cities and towns. This body networks and functions with the fields of PR, Media, Commercial and Public Service Advertising, Market communication, Academia in Communication and students. PRCI provides Industry professionals an opportunity to serve their community by encouraging high ethical standards. The novel point with this is it is the first forum to offer accreditation to professionals in the stream.

## 20.6 SUMMARY

Like in any profession the correct role of identified human resource personal is should be quite impressive. In concurrence with the ethics of profession people have been helping the governments, individuals as well as media houses. In advance countries like USA, UK, Asian countries PR associations have been supporting the members in capacity building and help update the skills required by the profession from time to time. They provide membership to the PR professionals, conduct classes for capacity building, training to impart knowledge about the recent trends in PR, media and advertising.

**20.7 SELF ASSESSMENT QUESTIONS**

1. What is the importance of professional PR organizations across the globe?
2. Write about the functioning of PRSI.
3. Discuss the significance of global alliance in the PR profession.

**20.8 SUGGESTED READING**

1. Chauhan A.S. : Public Relations
2. Chunnawala and Sethia : Public Relations
3. Cutlip and Center : Effective Public Relations
4. Lesley : Hand Book of Public Relations
5. Mehta D.S. : Hand Book of Public Relations