

Message for the Students

Dr. Babasaheb Ambedkar Open University is the only state Open University, established by the Government of Gujarat by the Act No. 14 of 1994 passed by the Gujarat State Legislature; in the memory of the creator of Indian Constitution and Bharat Ratna Dr. Babasaheb Ambedkar. We stand at the seventh position in terms of establishment of the Open Universities in the country. The University provides as many as 81 courses including various Certificate, Diploma, UG, PG as well as Doctoral to strengthen Higher Education across the state.



On the occasion of the birth anniversary of Babasaheb Ambedkar, the Gujarat government secured a quiet place with the latest convenience for University, and created a building with all the modern amenities named 'Jyotirmay' Parisar. The Board of Management of the University has greatly contributed to the making of the University and will continue to this by all the means.

Education is the perceived capital investment. Education can contribute more to improving the quality of the people. Here I remember the educational philosophy laid down by Shri Swami Vivekananda:

“We want the education by which the character is formed, strength of mind is increased, the intellect is expands and by which one can stand on one’s own feet.”

In order to provide students with qualitative, skill and life oriented education at their threshold. Dr. Babasaheb Ambedkar Open University is dedicated to this very manifestation of education. The university is incessantly working to provide higher education to the wider mass across the state of Gujarat and prepare them to face day to day challenges and lead their lives with all the capacity for the upliftment of the society in general and the nation in particular.

The university following the core motto ‘स्वाध्यायः परमम् तपः’ does believe in offering enriched curriculum to the student. The university has come up with lucid material for the better understanding of the students in their concerned subject. With this, the university has widened scope for those students who are not able to continue with their education in regular/conventional mode. In every subject a dedicated term for Self Learning Material comprising of Programme advisory committee members, content writers and content and language reviewers has been formed to cater the needs of the students. Matching with the pace of the digital world, the university has its own digital platform Omkar-e to provide education through ICT.

The University is offering MA in Journalism and Mass Communication course under the School of Humanities of Social Sciences, it aims to emerge its learners as excellent communicators in the global arena by developing skills in thinking, reading, writing, and editing, audio-video production and more.

With all these efforts, Dr. Babasaheb Ambedkar Open University is in the process of being core centre of Knowledge and Education and we invite you to join hands to this pious *Yajna* and bring the dreams of Dr. Babasaheb Ambedkar of Harmonious Society come true.



Prof. Ami Upadhyay
Vice Chancellor,
Dr. Babasaheb Ambedkar Open University,
Ahmedabad

Introduction to Advertising, Public Relations & Corporate Communications

Editors

Prof. (Dr.) Ami Upadhyay
Vice Chancellor
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Dr. Awa Shukla
Assistant Professor (Subject Head)/ Director (I/c) Student Services
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Co-Editors

Dr. Akhilesh Kumar Upadhyay
Assistant Professor, Journalism & Mass Communication
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Dr. Ramku Bheda
Assistant Professor, Journalism & Mass Communication
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Programme Advisory Committee

Prof. (Dr.) Ami Upadhyay
Vice Chancellor
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Dr. Awa Shukla
Assistant Professor (Subject Head)/ Director (I/c) Student Services
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Shyam Parekh
Head, School of Journalism & Mass Communication, Auro University, Surat
Former Resident Editor, DNA Ahmedabad

Jumana Shah
Consulting Editor, Divya Bhaskar, Ahmedabad,
Adjunct Professor, School of Journalism & Mass Communication, Auro University, Surat, Formerly: Executive Editor, DNA Ahmedabad.

Reviewers

Dr. Awa Shukla
Jumana Shah

Content Writers

Mrs. Satyantani Roy

Programme Coordinator

Dr. Awa Shukla
Assistant Professor (Subject Head, J & MC)/ Director (I/c), Student Services
Dr. Babasaheb Ambedkar Open University, Ahmedabad

Publisher

Dr. Bhavin Trivedi
Registrar (I/c), Dr. Babasaheb Ambedkar Open University, Ahmedabad.

Copyright © Dr. Babasaheb Ambedkar Open University – Ahmedabad. February 2022

ISBN:

Year: 2022

All rights reserved. No part of this work may be reproduced in any form, by mimeograph or any other means without permission in writing from Dr. Babasaheb Ambedkar Open University, Ahmedabad.



Dr. Babasaheb Ambedkar Open University
(Established by Government of Gujarat)

MAJMC-16
Introduction to Advertising, Public Relations &
Corporate Communications

Paper

16

Unit 1 Understanding the Concepts of Public Relations	1
<hr/>	
Unit 2 Public Relations Department & Functions	18
<hr/>	
Unit 3 Public Relations in India	36
<hr/>	
Unit 4 PR and Employee Relations	53
<hr/>	
Unit 5 PR and Press	71
<hr/>	
Unit 6 PR & Communication	87
<hr/>	
Unit 7 Public Relations Writings	104
<hr/>	

Unit 8 121
Corporate Public Relations

Unit 9 138
PR and Corporate Social Responsibility

Unit 10 156
PR and Crisis Management

Unit 11 172
PR and Event Management

Unit 12 190
Ethics and Public Relations

Unit 13 208
Public Relations Research

Unit 14 224
Public Relations In The Digital Age

:: STRUCTURE::

- 1.0 Learning Objective**
- 1.1 Introduction – Meaning and Concepts**
- 1.2 The Nature and Form of PR**
- 1.3 Definition of Public Relations**
- 1.4 The Publics in PR**
- 1.5 Scope of Public Relations**
- 1.6 Objectives of Public Relations**
- 1.7 Career in Public Relations**
- 1.8 To Sum It Up**
- 1.9 Key Words**
- 1.10 Check Your Progress**
- 1.11 Reference**

1.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the meaning and concept of public relations
- Understand the nature and forms of public relations
- Define public relations and understand the scope of it
- Understand the objectives of public relations

1.1 INTRODUCTION- MEANING AND CONCEPTS

Public Relations is a phenomenon of the management function. The nature and scope of public relations in our complex and interdependent socio-economic political and religious life needs to be understood in a clearer perspective. As such it has been variously understood as impression management, image and goodwill building, publicity and

advertising. Though it has been a vastly written and spoken subject incorporating experiences about public relations, there is still precise scope and the concepts are not clearly and distinctly established, which has subsequently contributed more to confusion than to easy comprehension of the subject and enlightenment. We live today not in an age of total independence, in which all of us are not completely independent and reliant upon one another for the satisfaction of our social, economic, political and religious needs. On the other hand, these are the days of dependence, in which all of us are increasingly reliant upon one another. In relatively short term age, individuals were largely self-sufficient, indicating people living apart from other people. The interdependence characteristics of our present day society, growing complexity, social-responsibility and accountability etc the concept of complete independence has been of no relevance and as such outdated. We do not come across individuals, groups, corporations, governments and nations who are able to achieve or do any activity without the help of others. It means one cannot live in isolation or aloof without dependence upon others. In fact there is a greater dependence of people in every sphere of activity on the social economic and political front.

The interdependence between individuals, groups, corporations, business houses and the Government has created the need for a new discipline and philosophy as a function of management which may be referred to as **Public Relations**.

The subject to public relations emerged:

- To help to perceive what is Public Relations? What it can do and what it will do? And Why Public Relations and what is its role in communication functions?
- To dispel the notion that Public relations is not advertising and publicity, dressed up attractively to woo the public for personal gain and
- To dispel the notion that Public Relations personnel are Conmen (Contact Men) and go- between.

Public Relations is everyone's business. The discipline is yet to be fully recognised as an arm of management science in India. As a matter of fact, public relations is understood by many as only a sort of publicity, advertising or liaising. Communication, like birth, death, breathing and wanting to be loved is a common experience. It would be hard to find an executive, a superior, a scientist, an engineer, a technician or anyone also

in a business or government agency who is not at least a little concerned with the problem of communication with and in his organisation.

The discipline of public relations practice means only individuals or nations can reach out to others, extend ourselves or tell stories. The very object of public relations is to establish a two- way communication to solve conflict of interest by seeking common grounds or areas to reach mutual understanding. The extent of activity to promote good public relations may vary considerably according to the size and nature of the people involved. The public or group is usually and widely dispersed and the absence of permanent contact makes understanding difficult. The professional expertise pertains to modern methods of communication and persuasion to bring the group together and to establish future understanding.

Public Relations by deliberate, planned and sustained efforts, highlights the rewards of mutual understanding, the risk in misunderstanding between the individuals, groups, governments and nations in this world of Man, the unknown.

Public Relations plays a role of the catalyst which can initiate activity between two or more persons without much difficulty. Public Relations, with its well established network of techniques and tools, generates activities which help an individual, groups, business corporations, governments and nation to build their image and to gain the goodwill of the public.

Anybody in industry and commerce in national, state and local government, in education and health in social service sector and in any kind of human activity needs to understand and use public relations and communications.

1.2 THE NATURE AND FORM OF PR

No PR book nor an expert can provide a magic formula for figuring out what form and nature of PR an organization will need. The approaches are many but time and budget limitations 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 programmes of an organization. A careful and painstaking appreciation of the particular situation will be required to determine the priorities. At this stage it is good to run through a universally acknowledged checklist to find out what exactly the organization wants and what the PR person himself wants to achieve.

To what extent does the organisation use public relations? Does the management appreciate the importance of coordinating public relations with other aspects of the business or services?

The PR function should be recognized as central to good management and able to act as a unifying force within the organisation in the way it presents itself. That way a schedule of activity can become a campaign. A campaign now becomes a programme.

Do you want PR and communication activities at the local, regional, national and international level, or a bit of each?

This will be contingent upon the nature of business or services being provided by the organisation. The point to ponder is: corporation can no longer operate in an environment of confrontation. They must have the acceptance of the government and the citizens. Moreover, in handling sensitive issues, corporate management cannot ignore the social, cultural, economic and political ethos prevailing in the community.

What should be the target public?

There is increasing stress on the dialogue between the organisation and its target groups. The management has come to acknowledge that the PR person is a necessary link between the management and the various publics. Fortunately, the trust has arisen out of the services rendered by PR as a professional and not as happy go lucky man.

How is goodwill valued by the management and organisation as a whole?

Goodwill always pays, but is more important to some organisations than others. Gone are the days when business or industry could function in total secrecy, far removed from public scrutiny? In a competitive society all sections of the economy, private or public are under constant public gaze. It is also equally important to guard the reputation once earned.

Is it not necessary for the PR person to evaluate himself in his work environment?

Appraise your own competence, acknowledge potential weakness and thereafter seek expert advice. One should be aware of and sensitive to cultural environment in which one is working. While taking the opportunity to improve professional capability, a public relations has to recognise his organisation's responsibility to a large number of shareholders internally and externally.

What specific PR objectives do we aim to achieve? What changes do we want to bring about?

In practice, PR objectives will clearly specify what changes need to be made in the relationship with the public.

Can the objectives be quantified in terms of money to be spent within a specific time span?

An organisation may have a variety of problems, objectives and opportunities. These would be short-term and long-term, local and national, individual and corporate. The point to reckon with is: does everyone concerned know and understand what is intended to be done?

Are the efforts directed towards counter-balancing a bad image?

Most often, this is the primary reason why someone is suddenly assigned the job of public relations. One must remember that even the best PR may fail to transform a business with bad motives and policies into a good one. Similarly, bad PR can cause damage to the best business policy and eventually tarnish the image of the business itself.

What kind of information do we intend to communicate?

The form, content, placement and timing of communication are of utmost concern. Managing the strategy and skills of communication are an integral part of business policy-making and decision making. Ultimately, PR is involved in the management of behaviour- the behaviour of organisations and of the public important to them.

1.3 DEFINITION OF PUBLIC RELATIONS

Way back in 1948 the Council of the Institute of Public Relation (British) thought of public relations as it was necessary to agree on a suitable definition of public relations as it was understood and practised. The Institute defined it as:

Public relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its public.

Interpretation

- i. PR is 'the deliberate, planned and sustained effort'- that is, PR activity is organised as a campaign or programme and it is a sustained activity. It is not a disorganised activity.

- ii. The purpose is ‘to establish and maintain mutual understanding.’ Its aim is to make the organisation understood by others. This mutual understanding is thus between an organisation and its public or rather publics, since various groups of people are involved.

The Mexican Statement. In 1978, at The world Assembly of Public Relations Associations in Mexico City issued this statement:

Public Relations practice is the art and social science of analysing trends, predicting their consequences, counselling organisation leaders and implementing planned programmes of action which serve both the organisation’s and the public interest.

Interpretation

- a. The Mexican Statement refers to ‘analysing trends’ which implies the application of research technique *before* a PR programme.
- b. The definition embraces the public affairs and social conscience aspects of an organisation. Public relations is about goodwill and reputation. An organisation will be judged by its behaviour and its sense of responsibility to the interest of the public at large.

More Definitions

1. Public Relations is a philosophy and function of management expressed in policies and practices which serve the public to secure its understanding and goodwill (Public Relations Society of America)
2. Public Relations is a fundamental attitude of mind, a philosophy of management, which deliberately and with enlightened selfishness places the broad interests of the public first in every decision attracting the operation of a business (Paul Garret – Pioneer of Modern PR)
3. Public Relations consists of all forms of planned communications, outwards and inwards, between an organisation and its publics for the purpose of achieving specific objectives concerning mutual understanding (Frank Jefkins)
4. The fundamental purpose of public relations practice is to establish a two-way of mutual understanding based on truth, knowledge and full information (Sam Black in Practical Public Relations)

5. Public Relations is a service, a craft that must be adapted to the needs of whatever business your company is in. Therefore, for PR practitioners, learning the basics of Public Relations is (only) half the job (Arthur R. Roalman in Profitable Public Relations).
6. Public relations is the attempt by information, persuasion and adjustment to engineer public support for an activity, cause, movement or institution. (Edward L Bernays)
7. Public Relations is the management function that identifies, establishes and maintains mutually beneficial relationships between an organization and the various publics on whom its success and failure depends. (Cutlip, Center and Broom in Effective Public Relations).

Anyone going through these definitions may end up realizing that public relations is not just “being nice to everyone on company time” as organized propaganda or free advertising. “Nor is it a way of being paid for extending your social life into the working time, despite the impression given by some PROs” as the author Norman Stone clearly stated.

1.4 THE PUBLICS IN PR

The word ‘Public’ refers to any group of people sharing a common interest. The people are a group of community or a nation. In other words, public is a group of similar individuals, an assortment of persons having the same interest, problems, circumstances and goals. It is generally from such sources that opinions emanate. Public are varied creature. Public comes in many forms and sizes. They have multitude of the wants and desires including their likes and dislikes, which are something strong in dimension. On the other hand, the word ‘Relations’ is the result and outcome of mutual understanding derived from the process of sharing of common interests. Human wants to create the need to establish relations with each other. The respective wants of those individuals will profoundly affect their relationship. To understand any relationship, therefore, one must understand the wants of those involved. In the context of what has been explained, it will be quite obvious that there are human elements involved in public relations. By integration of these two elements, i.e public and relations, we get public relations. It is a profession forming a part and parcel of the management function.

Internal Public and External Public

Public can be classified broadly into the following categories:

1. Internal Public and
2. External Public

Internal Public

Internal public may be defined as sharing of common interest, with the individuals or departments of an organization relating to purely internal matters. It is a communication system for the exchange of facts, ideas, and opinions with the employees of the organization. Sharing of common interest with groups of people within an organization rather than the relationship with others outside an organization pertains to the category. A type of relation is purely of formal and informal relations. The internal staff or who are working within the organization are concerned with it. An organization is complex, composed of group of individuals. The individuals and group interact and establish relations within the organization. It is the responsibility of the public relations manager to provide effective internal public relations. The employee make for a category of the public and the employers another category. Higher pay, the company's stability and future and the opportunity for advancement are a few of the common interests of the members of a company. Employees as part of the organization are called internal public. Employees desires sometimes and demand more wages and related employment benefits; while employers expect generally as a matter of right increased production and loyalty. Government extracts more revenue from the public by levying taxes usually year after year to balance its budget.

External Public

The public who buys the product or services of the company is called external public. The composition of external public may differ from organization to organization. This category includes dealers, wholesalers, brokers, investors, suppliers, consumers etc. There is no denying the fact that every organization, irrespective of its nature of functioning has to establish a network of relations with the external public. The bigger the enterprise is, the more elaborate must the relation be with the organization. In most organizations, greater is the likelihood of expensive and time wasting mistakes which cause damage to goodwill due to lack of strategic external relations. In recent years of complex organizations, social responsibility and mutual dependence, every organization is linked with external parties like suppliers, customers, government departments, financial institutions, creditors, debenture holders and subsidiary companies, intercorporate relations etc. Under all circumstances, it should

be kept in mind that for effective running of a business, a smooth and two-way communication channel, external to the organization, should be maintained.

External relations are equally important as internal relations to provoke a link between the organization and the external parties. As a matter of fact, external relation is considered as the life- blood of modern business. An efficient management should be aware of the importance of external communication and use of feedback. Most problems associated with external matters are due to the lack of adequate arrangement for strategic external relations. A very important function of the public relations department is to adopt the multi-media approach to establish relations with the external public of various connected groups. Within the organization, relations with employees are established by the media suitable within the organization. It is utmost necessary to build attitudes, develop rapport, create confidence, win goodwill, morale, and support and influence mutual understanding by keeping them well informed. There are many broad areas outside the organization about which information fully and honestly should be communicated.

1.5 SCOPE OF PUBLIC RELATIONS

The subject matter of public relations is human beings, because it is that part of the management function which is concerned with human relations. The proper or improper relations with the varied public depends upon public relations management. Earlier the scope of public relations was very limited. The business organizations were mainly a one man show or with a few managers who used to look after several functions. But with the development of large scale organizations, complexity and interdependence managing human relations also become complex.

The major divisions usually functional in the public relations department of a modern industrial organization are: press relations, advertisements, publicity, press, television, radio, photography, journalism and cinema, documentary films, animations, electronic media and various oral and written media etc.

Thus we see that the scope of public relations management is very wide. It is also very important to note that the public relations function is not limited to industrial and business fields only. Its principles and techniques are equally extended to every type of organization whether commercial, religious, social, political whether private, public, co-operative, joint sectors and multi national corporations, wherein there is interdependence between the organization and the varied public. When more than one

public or group is associated with organization, the problem of public relations invariably increases.

There is plenty of scope to reach out to the students to help industry and institution. The scope of public relations is to interest itself in issues of national importance, which is city improvement curbing environment pollution, ecological balance and the like.

There ought to be an identification with national objectives that will enable businesses to grow and the government function effectively towards the good of the common man both in the city and in the village. Those involved in public relations are aware of the challenges inherent in the situation. Likewise political leaders, entrepreneurs, managers, social workers, teachers, students and religious heads and all the rest will become aware of this challenge. Similarly international public relations for global understanding cannot be ignored. Public relations is most highly developed in all industrialized countries. Evidences of the spread of public relations throughout the global corporate canvas and other areas of communication is establishment of international and national organizations. For instances, International Public Relations Association (IPRA), International Association of Business Communicators (IABC), Public Relations Society of India (PRSI) etc. there has been misconceived opinion about the scope or field of public relation activities. In lectures and articles published, one is apt to gain the impression that public relations concern mostly industry and commerce only. In such instances, it can be only said that the person has tended to overlook the fact that public relations, practically in this decade, entered all sectors of public life, not excluding religion and now it has virtually unlimited field of application.

It is a very sensitive task on the part of any parson concerning public relations to define the scope of the public relations function. There are number of factors that govern the scope, type, size of the company, the capabilities of internal public relations staff and the extent of depending on external PR counsel. On the other hand in actual practice the scope of PR in the corporate sector also varies widely between various classified companies. It is true to accept since PR is young disciplined still in its infant stage and is still a new facet of corporate life.

1.6 OBJECTIVES OF PUBLIC RELATIONS

One of the most important functions of public relations is image management. It increases a company's, an individual's, or a government's reputation by generating positive publicity. Public Relations is used by

the government to keep the public informed about the activities of government agencies, to explain policy, and to manage political campaigns. Companies use it to manage relationships with a variety of groups who are impacted by a company's products and policies, including consumers, shareholders, employees, and the governing body.

Organizations have several management functions that contribute to their success, such as finance, legal, human resources, marketing, and operations. As previously stated, public relations assists organizations in developing and maintaining relationships with all of their key publics and stakeholders through effective communication with these groups. Good public relations not only creates a positive image but can also assist the entity in achieving its goals. It contributes significantly to the formation of an organization's ideas about what it is, what it should do, and what its audiences want and expect from it.

- **Communication Management:** Communication is critical to maintaining a satisfying, long-term, trusting relationship with the public and stakeholders. One of the most important functions of public relations is to manage the flow of information between an individual or an organization and the general public. It develops communication objectives that are consistent with the overall goals of the organization and establishes a two-way communication process to facilitate information exchange between key publics and management.
- **Reputation or Image Management:** An organization's image is shaped by its Public Relations function. It creates an overview of how the company wants to be perceived and how it will project a positive image in consultation with management. The planning and implementation of policies, procedures, and strategies that demonstrate an organization's commitment to public and social responsibility, as well as ethical behaviour, has an impact on the organization's reputation.
- **Issues Management:** Public relations identifies and analyses problems, issues, and trends that may have an impact on an organisation. It also creates a strategy and implements a programme to address the issues. Public relations includes research, the study of public policy issues, and the monitoring of the business environment.
- **Crisis Management:** When there are negative or unfavourable rumours and adverse publicity, PR plays a critical role in protecting an organization's reputation, which if left unchecked may negatively affect the organisation. PR not only establishes policies and procedures

to deal with a public emergency, but it also responds to crisis situations through effective communication to alleviate public concern.

- **Relationship Management:** Another critical role of public relations is identifying key audiences and developing strategies for developing and maintaining mutually beneficial relationships with those audiences. PR uses a variety of techniques to gain the public's trust and support in order to achieve the business goal.
- **Media Relations:** The media has a significant impact on public relations management. PR establishes an effective relationship with the media in order to obtain favourable publicity in order to influence the public and change their behaviour in the desired direction. It also aids in obtaining third-party approval for a product, service, issue, or organisation.
- **Risk Management:** Public relations assists an organisations in identifying potential danger and risk factors and alerting management to them. It also recommends changes to make in order to avoid the risk.
- **Strategic Management:** Public Relations is a member of the management team, assisting the organisation in developing sound policies that are in the best interests of both the public and the organisation. It incorporates key publics' concerns and attitudes into the organization's managerial decision-making process. Corporate public relations professionals, in effect, play the role of an outsider. They question decisions and their implications for customers, the community, employees, and others, and bring the public perspective to an organisation, transforming it into a responsible one. As previously stated, the primary goal of public relations is to create, maintain, and protect the organization's reputation, as well as to build and present a favourable image of the organisation. Another critical goal of public relations is to build goodwill for the organisation.

The Broad Objectives of Public Relations Function are:

- Establishing, maintaining and projecting the organisation's corporate character and identity
- Creating and sustaining awareness about the Company, its goals, products and services.
- Winning trust and confidence of various stakeholders and getting their acceptance
- Responding to criticism of the organisation
- Establishing an effective channel of communication between public and the organisation

- Getting Cooperation from various stakeholders for achieving business objectives
- Generating positive publicity in media
- Earning awards, certification and endorsement from various organisation, individuals or associations
- Reinforcing the by maintaining positive relationships with key audiences, and thereby aiding in building a strong image

1.7 CAREER IN PUBLIC RELATIONS

Over the last few years, the public relations industry's profile has grown. More businesses are entering the market, and they all have one thing in common: they want to expand their brand's reach and improve customer engagement. This is where public relations executives come in, and they are in high demand. If you are looking for a challenging and exciting career path, public relations is for you. Top mass communication courses after 12 standard will set the tone for you. It is mainly about interacting with people and a degree in mass communications creates that foundation. Apart from this, there are other aspects of public relations which make it such a famed career option and a much sought-after field. Public relations (PR) is the process by which organisations, businesses, and individuals communicate with the general public and the media. Public relations is a combination of science and art. The goal of public relations is to communicate with the target audience directly or indirectly through the media. Through press releases, newsletters, social media, blogs, videos, podcasts, webinars, public appearances, and other means, public relations aims to create and maintain a positive image and a strong relationship with the audience.

1.8 TO SUM IT UP

Public Relations is everyone's business. The discipline is yet to be fully recognized as an arm of management science in India. Public relation understood by many as only a sort of publicity, advertising or liaising. The object of public relations is to establish a two-way communication to solve conflict of interest by seeking common grounds or areas to reach mutual understanding. Public Relations play a role of the catalyst which can initiate activity between two or more persons without much difficulty. Public Relations, with its well established network of techniques and tools, generates activities which help an individual, groups, business corporations, governments and nation to build their image and to gain the goodwill of the public

The PR function should be recognized as central to good management and able to act as a unifying force within the organization in the way it presents itself. It is also very important to note that the public relations function is not limited to industrial and business fields only. Its principles and techniques are equally extended to every type of organization whether commercial, religious, social, political whether private, public, co-operative, joint sectors and multi-national corporations. Public relations industry's profile has grown. More businesses are entering the market, and they all have one thing in common: they want to expand their brand's reach and improve customer engagement.

1.9 KEY WORDS

- **Public relations:** It is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its public.
- **Public:** It refers to any group of people sharing a common interest. The people are a group of community or a nation. In other words, public is a group of similar individuals, an assortment of persons having the same interest, problems, circumstances and goals.
- **Internal public:** It may be defined as sharing of common interest, with the individuals or departments of an organization relating to purely internal matters.
- **External public:** The public who buys the product or services of the company.
- **IPRA:** International Public Relations Association
- **IABC:** International Association of Business Communicators
- **PRSI:** Public Relations Society of India
- **Communications management:** It refers to the flow of information within a company or between multiple companies.
- **Reputation management:** It is the practice of attempting to shape public perception of a person or organization by influencing online information about that entity.
- **Crisis management:** The strategies designed to help an organization deal with a sudden and significant negative event.
- **Risk Management:** identifying potential danger and risk factors and alerting management.

- **Strategic management:** It is the process of setting goals, procedures, and objectives in order to make a company or organization more competitive.
- **Media relations:** It is used by companies to broadcast their story or any message to the *public*. It is a shared interest that proves beneficial for both. It is an important platform for any brand, whereas the journalist does not have to go in search of stories all over the places.

1.10 CHECK YOUR PROGRESS

1. What is Public Relations? What it can do and what it will do? And Why Public Relations and what is its role in communication functions?

2. Explain the nature of Public relations?

3. Explain what a good PR person wants to achieve while working in any organization.

4. What are the objectives of public relations? Explain with references.

5. Define internal and external publics. Briefly explain their roles.

6. Write a short note on scope of Public relations.

7. Explain the following:

- (a) Strategic management
- (b) Media relations
- (c) Crises management
- (d) Communication management.

8. What is the role of image management in a company? Explain its importance with relevant references.

1. 11 REFERENCES

Online Reading:

<https://prlab.co/what-is-digital-pr-and-how-it-boosts-your-seo/>

<https://www.digitalpr.com/blog/digital-pr-search-rankings-google/>

<https://www.nobrainagency.co.uk/blog/digital-pr/5-steps-to-create-a-digital-pr-strategy/>

Online Videos:

<https://www.youtube.com/watch?v=iVa0DPEjbIw>

<https://www.youtube.com/watch?v=hFvGBdnTuAE>

<https://www.youtube.com/watch?v=7ptiYPcIeM8>

<https://www.youtube.com/watch?v=dfTtF-cq8PI> (Hindi)

<https://www.youtube.com/watch?v=eHiggYO5hu4>

Text References:

- Introduction to Public relations and advertising by D F Du Plessis
- Introduction to Public relations: theory and practice by Keith Butterick
- The fundamentals of Public relations: what it is and how to do it well by Joseph Harasta
- Public relations: the basics by Ron Smith

:: STRUCTURE::

- 2.0 Learning Objective**
- 2.1 Introduction**
- 2.2 Role of Public Relation Manager**
- 2.3 Public Relations Department**
- 2.4 Public Relations Staff Function**
- 2.5 Public Relations as Line Function**
- 2.6 Functions of PR**
- 2.7 Public Relations Place in Total Organisation**
- 2.8 To Sum It Up**
- 2.9 Key Words**
- 2.10 Check Your Progress**
- 2.11 Reference**

2.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the role of public relations manager
- Understand the departments and staff functioning of public relations
- Have knowledge about functions of public relations
- Have knowledge about importance of public relations in an organization

2.1 INTRODUCTION

In most commercial and non-commercial organizations, separate public relations departments are set up under the leadership of the public-relations officer. Sometimes he/she is also designated as the public

relations manager who has specialized knowledge and skills in dealing with the public. An individual who is not very much concerned with the public relations functions may undermine the role of public relations management. The main reason for this trend is because this department is not clearly linked with the profits as other departments such as marketing, stores, sales and production. The public relations manager performs managerial as well as operative function. Since the officer is a manager like other functional managers, he too performs the basic functions of management like planning, organizing or directing to manage his department.

He is also to perform certain operative functions like press conferences, media strategy, advertising, press release, contacts with different public etc. which the top management may entrust to him. He is basically a manager like other managers whatever may be the nature of his operative functions.

The goal of big and enlightened organizations may be termed as growth, development or stability in the market. The production, marketing and purchase departments cannot alone contribute towards the achievement of these goals.

Effective interaction and mutual understanding with the internal public i.e employees is the one important responsibility of the department of public relations. The functions of public relations deals with human resources, externally and within the organization to achieve organizational objectives. If human relations are not congenial, the human resources are not motivated and encouraged, and as a result, it may endanger the growth and stability of the organization. The prospects, growth and achievement of the organization cannot be acquired without the whole-hearted support and co-operation of the people at work.

It is true to say, which with the increasing complexity of the organization, creation of more similar organizational structures, increasing interdependence and the understanding of human behavior has assumed greater significance. The ambitious public relations manager, desirous to be successful in managing this functions, must possess the knowledge of science and the art of public relations to deal with varied and complex levels of varied interest. This approach is an important part of public relations functions and is mainly the responsibility of the public relations manager and partly it is also a function of all other functions managers in the organizations.

The public relations department headed by a manager itself does not directly produce in concrete what is tangible and visible, but its functions may help all other departments to contribute towards the achievement of organizational objectives. Today in the complex interdependence, inter-related, socio economic system, and functions pertaining to public relations this difficult task has been entrusted to the person who is well convergent with the principles and techniques of the management of public relations.

The public relations manager organizes the public relations department to carry on the advisory as well as managerial functions entrusted to him. The officer designs techniques suitable for the organization to promote good relations. His responsibility extends to identifying the need and training and development of the people working in the department. He also helps other department in evaluating behavioral aspects of the employees as useful for establishing good employee- employer relations. Determining the wages and the salaries to be paid to skilled employees in his department in another important function of the PR. This includes devising suitable incentives to reward the efficient people like those handling media and electronic media which also forms part of his functions. The department can with its talented staff also undertake research of human behavior by conducting attitudes and moral surveys.

Whatever the nature and purposes of the organization, the dimension of PR activities are widespread and all pervasive. The PR performs at least a fourfold role to enable the organization to appreciate its multi-dimensional existence.

1. To establish and maintain a correct image of the organization, its personnel, products and services.
2. To monitor public opinion and convey and convey this intelligence to management.
3. To advise management on communication problems and techniques.
4. To inform publics about policies, activities, personalities, products or services.

It must be admitted that the success of the above role implies a proper appreciation of the value of PR by management and of the need for PR minded management. No PR can continue to function or survive without the active support of the management.

2.2 ROLE OF PUBLIC RELATION MANAGER

The performance of functions of the public relations management require some particular type of skills, talent and techniques. So the responsibility of the public relations department should be entrusted only to those people who possesses such qualities. In the present day the nature of business and social awareness an organization has no choice but to set up a separate department under the banner of public relations. It is equally important to lay down the suitable objectives of the public relations department before it is set up for the organization.

The main objectives of the public relations department are to promote mutual understanding, build up goodwill and image and design a communication system to maintain good press relations etc.

Role of Public Relation Manager

- To help the management in the preparation, interpretation, adoption and evaluation of public relations programme and policies.
- To undertake personal relations research that will keep the management continuously informed, so that sound decisions may be made on matters relating to public relations policies.
- To design an effective performance appraisal system for the use of the management to provide a current inventory of media relating to public relations in the organization.
- To undertake a programme of education, training the staff of the public relations department to develop them.
- To develop a mechanism of personally meeting varied public periodically like buyers' meet, investors' meet, communities, consumer organizations etc.
- To develop an effective internal and external communication systems for timely interaction.
- To establish a mechanism for the administration of personnel services that are delegated to the public relations department.
- Controlling the PR department and presenting and implementing all public relations policies and activities.
- Conveying and interpreting to the management information on public attitudes and views about the company and/or the industry its services.
- Preparing all policy and financial statements on company affairs to the press, TV and Radio. Handling day-to-day inquiries from

the press and the initiation of the press interest in the affairs, services and production of the company, regularly issuing news material on all company activities.

- Instructing the company's financial advertising agents on all matters relating to financial and annual reports, advertising and publicity and
- Liaison with the personnel department on all matters relating to the dissemination of internal information and the company's employee publication.

2.3 PUBLIC RELATIONS DEPARTMENT

The Public Relations function is one of the important functional areas of the management. It is basically concerned with relationship with the management, employees and external public, in all matters other than the actual and specifically the main work of the organization. This function is variously called as publicity, advertising and industrial relations in part. By whatever name called, it is an important function in business enterprises and non-commercial organizations. In large sized business organizations, a separate department of public relations is formed to perform this functions. This department is taken care of by an experienced and trained public relations manager. The department comprises of the following divisions: they are house journal, media, communication, press relations, writing and editing, area divisions etc. Here is simple question arises in the mind of a common man as regards to the justification pertaining to the importance of public relations in the business organization.

The drawn of modern technology, electronic media and all systems and controls require people to use them for mass communication. None of these techniques are useful and effective unless they administered and carried out by competent and specialists of the department like this. These techniques require the services of well trained staff in public relations administrations skills and here there is a justification of a public relation department.

A separate public relations department is set up with the purpose of achieving the twin objectives of implementing the policies of the top management and the established of good relations. The department is headed by a specialist who may be designated by different organizations. The manager or executives of a public relations department generally has the titles like: Officer, Manager or Director of Public Relations, Director

of Public Relations & Promotion of PR & Service and of Advertising and Publicity etc.

Objectives of the PR department can be achieved only when the best organization structure is designed. The department is a work group combined together for performing certain functions of similar nature. The departmentalization of public relations functions is delineation of executives responsibilities. The objectives of this departmentalization is to increase efficiency, fixing of accountability and responsibility, development of managerial faculties, better control and performance appraisal.

Designation

Every functional department in a corporate organization structure is headed by a profession specialist in a particular area. For instance, the head of the material department is called as materials manager or stores manager as the case may be. Similarly, the head of the personnel department is called as the personnel manager. The head of the production department is designated as production manager and so on.

Like other departments, the PR department is a liaison department in a corporation, who is headed by a professional in PR functions. The designation under the PR department is known as public relations officer. However in recent years, it has become a tendency in a number of companies to move to other designations and nomenclatures, probably to reflect the coverage of a wide range of responsibilities. The selection of an alternative designation will again depend upon size, type and reputation of the organization. Such new nomenclatures, may include public relations manager, director of public relations, public affairs, public relations and information, corporate communications, director of corporate relations, vice president, public relations. The trend towards the new terms noticed in the recent years is primarily to satisfy to their ego and to maintain equality of designations between functional heads. But in practice, the designation of the public relations officer has been widely used, having world-wide acceptance.

Organization of the public relations department requires the creation of structural relational among different department, human beings and other resources to achieve the desired objectives. The formal relationship among human beings in the organization of the public relations department in relation with other departments involves coordinating the efforts of the human beings working at different levels.

The Public Relations manager is to advise the operating officials about the policies of public relations drafted and approved by the top management. In order to co-operate and co-ordinate the efforts of officials working at different levels in the organization, proper relationship among them in terms of authority and responsibility should be set up. For this, the following types of organization structure, staff structure and line and staff structure.

2.4 PUBLIC RELATIONS STAFF FUNCTION

All the activities in the enterprise are grouped together according to certain functions like productions, marketing, finance, stores personnel etc. each function is a separate department headed by a specialist. Thus each departmental head perform a specialized job with reference to the production section. There must be close co-operation and co-ordination between these departments and their heads. The PR departments, which is headed by an experienced public relations managers, contributes substantially in the direction of creating an atmosphere of good relations, understanding, co-operation, goodwill and mutuality in the organization. He is a specialized in human relations and other related behavioral aspects. Thus he enjoys a unique position in the entire organizational structure. One of the best indicators of the status of a large public relations department is the rank of a person to whom this department reports. Generally in a fairly large organizations, the public relations manager reports directly to the chairman or vice-chairman of the concern. The important aspects to be examined is whether public relations is a 'staff' function or not. Before explaining the nature of the public relations department, it would be appropriate to examine the other associated term line. Unless we understand this term it would not be possible to know the nature of staff function.

Line

Line functions are those which have direct responsibility for accomplishing the major objectives of the enterprise. It refers to those positions and elements of the organization which have responsibility and authority and are accountable for the achievement of primary objectives. The people responsible for this are called line authority or line managers.

Staff

In organizational terminology the staff refers to those functions that help the line authority in accomplishing these objectives and as such they are

only indirectly related to the achievement of major objectives. Thus staff refers to those elements of the organization that help the line managers to work most effectively in accomplishing the objectives of the enterprise. Staff elements are those which have responsibility and authority for providing advice and service to the line authority in the attainment of the objectives. It is an adjunct reinforcement and a sort of extension of the manager's personality. Public relations department performs staff functions but not line functions. It is because of the fact that the public relations department is not directly responsible for accomplishing the objectives of the enterprise.

According to this concept, the public relations department performs staff functions. In an organization, there may be many such departments which perform these functions. Such departments are:

- Production Control department,
- Personnel department
- Accounting department
- Quality control department
- Research and development department
- Legal department
- Organizational planning department
- Welfare department
- Public relations department

Therefore, production, finance, marketing and selling are strategically operating line departments.

The departments of public relations consisting of staff officers who are functional experts are engaged to advise the line officers like production manager, finance manager and marketing manager in the performance of their duties outside their fields for which they are not suitable. The public relations manager along with his staff renders aid to each of the line departmental heads.

2.5 PUBLIC RELATIONS AS LINE FUNCTION

The PR Manager is the line authority within the public relations department. Line function with reference to this department implies those functions for which this department has direct responsibility for accomplishing the policy of public relations contemplated by top management. The manager is empowered to make decisions directly related to the attainment of the end results of his department. Though it is

a staff department but within itself, the structure is usually of the line types.

The public relations manager may be given other staff to assist him for the achievement of the goals of the department. The assistant public relations officers will have subordinate staff working under them. But the overall management of the public relations department is the duty of its manager. He is empowered to exercise his authority in his department for achievement of his departments. The PR manager occupies the place of a staff executive, whose job is to advise and assist other departments with his specialized knowledge whenever required.

In case of line authority, there is unity of command and there is a strict discipline in the enterprise. It forces line executives in their individual areas to perform duties requiring their expertise. The line officials are in the direct chain of command. They are viewed having direct and unlimited authority over the subordinates and they can contact them through line officials only. Hence the public relations department can rightly be said to be the line department. As an activity or function too, the personal function is a line responsibility because he has to deal with the persons of his own department.

As a pure line authority, it has right command within the staff department itself. Orders may be issued by the manager of public relations following the regular chain of command.

The following are the features of the line organization of the public relations department:

- It is the direct responsibility of the public relations department in achieving the objectives of the organization.
- It has the right to command.
- The officials are in the direct chain of command.
- There are no experts to assist and advise line officials
- There is strict discipline
- It follows the principle of scalar chain, wherein the line authority is vertical
- As there is no separate staff, there is no scope of friction between line and staff authority;
- Line organization is not based upon planned specialization
- The authority is highest at the top and reduces at each successive level down the hierarchy
- It facilitates prompt decision making and

- The manager cannot shift his decision making to others.

The line executive is often described as the individual who stands in the primary chain of command as he is directly concerned with the accomplishments of primary objectives. It provides a channel for the flow of communication through scalar chain of authority. It is the oldest and the simplest form of organization structure and is also known as military organization. A sharp line of demarcation separates one department from the other. So the line structure is not flexible.

2.6 FUNCTIONS OF PR

The Public Relations Department is in charge of supervising and assessing public attitudes, as well as maintaining mutual relations and understanding between an organization and its constituents. It improves communication channels and introduces new methods of establishing a two-way flow of information and understanding. The broad functions of Public Relations are

Public Relations is establishing the relationship among the two groups (organization and public). • Art or Science of developing reciprocal understanding and goodwill. • It analyses the public perception & attitude, identifies the organization policy with public interest and then executes the programmes for communication with the public.

1. Media Relations

- Preparing position papers on issues of importance to the organization
- Handling publicity
- Issuing news of activities to external audiences
- Establishing and maintaining contacts with the mass media
- Handling responses to inquiries from the mass media
- Coordinating media conferences and tours
- Tracking and evaluating media coverage

2. Guest Relations

- Guest reception activities
- Preparing visit agenda and other visit related matters
- Conducting university tours

- Preparing brochures, tour guides, tapes, videos, maps and other guest-related communications materials
- Preparing gift items for the visitors

3. Publications

- Preparing and publishing materials for public including dealers, agents, advisory bodies and employees
- Helping out other departments to promote and publish event announcements and other event related advertisement materials

4. Marketing Publicity

- Announcing new products or services and enhancements in products and services, through editorial channels of mass media
- Developing and executing promotional materials
- Participating in exhibits and marketing events

5. Others

- Developing a good working climate for university
- Providing PR Services to other departments (photographic services, providing gift items, and etc.)
- Organizing events
- Providing public information and issue visitors cards to access library, buildings and grounds on request.
- Managing sponsorship
- Building and managing relationships with other companies

Quite literally, public relations is the management of relationships with various publics, a role that is becoming increasingly important as reputation becomes increasingly important to business success. Companies can restore trust in a number of ways, many involving traditional PR strategies, such as:

- Using integrity and fairness as criteria for all business decisions;
- Emphasizing product or service quality;
- Openly sharing truthful information with all publics;
- Actively seeking input from publics and responding to concerns;

- Renewing a commitment to local communities; and creating forums to encourage dialogue with constituencies.

The bottom line is that businesses must prioritize valuing the needs of all publics and cultivating positive relationships with them. Trust is the foundation of any good relationship, and trust is built on open and honest communication. An effective public relations strategy tells a company's story in a way that is accurate, honest, and simple to understand, assisting in the establishment of a reputation for credibility. A good relationship also necessitates an openness to listen, and true public relations is a two-way street. Public relations professionals understand and respect the public's concerns and points of view in order to manage relationships. They must also go the extra mile to act as the public's advocate within an organization.

Corporate public relations professionals, in effect, frequently play the role of an outsider. Public relations professionals bring the public perspective to an organization, fostering its ability to be responsive to public concerns by questioning decisions and their impact on customers, the community, employees, and others. A company's reputation, or the essence of how it is perceived by all of its stakeholders, is the most important factor in its ability to succeed. With this in mind, the corporate world's tarnished image is no laughing matter. Restoring trust and assisting businesses in establishing a reputation for credibility will necessitate strong public relations leadership. Indeed, with corporate integrity at the forefront of the average citizen's mind, the role of public relations is more important than ever.

2.7 PUBLIC RELATIONS PLACE IN TOTAL ORGANIZATION

The significance of the public relations manager has increased with the growth and complexity of industrial undertakings. Now it has come to be recognized that public relations management is not only the responsibility of the PR manager, but also of all managers heading various function of the enterprise. Every manager has some responsibility towards public relations directly or indirectly in addition to their perspectives areas. But it has been recognized that full-fledged public relations functions cannot be the specialty of every line manager. So it is very common to create public relations department under a Public Relations Director or Public Relations Manager.

Evidently speaking, that the public department cannot produce anything which is visible and tangible and hence cannot be measured in

quantitative terms. But it helps other departments to contribute towards achievements of objectives of the organization. It is the responsibility of all functional managers heading various departments like production, finance, marketing, purchase etc.

Broadly speaking, corporate public relations is synonymous with good management. The function is not the executive concern of a small staff experts, it is the concern of everyone and at every level of authority from the top to the bottom of an organization i.e from the chairman to the watchman.

The PR department has functions of specialized tasks entrusted to the person who is well convergent with the principles and techniques of public relations management. In other words, public relations is a department of staff nature opposed to line. It is an administrative group but not relating to the main operations of the business that helps the managers of all other department like production, finance, and marketing in carrying out their departmental functions. It only has staff authority but has no line authority. As a staff function, it works to assist, advice and motivate line executives to improve their external and internal public relations with an appropriate media suitable for this purpose.

The importance of public relations in the total organization is depicted in the organizational structure or chart. It indicates the clear cut authority and responsibility relationship and thus it enables to know what the role of PR manager is and how it relates to other roles. Organization structures also provides pattern of communication and coordination.

Integration of quality of the state of collaboration, required to achieve unity of efforts, which is the main function of public relations. The public relations department interacts with various departments and functions within the environment in a different way. Therefore, designing of the structure of public relations department may be different from other departments. But the overall objective of designing public relations departments should be the integration of activities, roles of authority and relationship existing in different departments.

Sometimes the PR department in an enterprise may be given the job of initiating and maintaining functional relationship with the rest of the organization. Under this relationship, authority is conferred upon the PR department to decide and give orders relating to its functions. Thus for example this department does not merely recommend that a line department accept a programme or scheme, it orders the line department to do so. It can overrule and short circuit line managers on matters of

advertising strategy, press conference, budgets, evaluation of a programme etc. This type of relationship between the public relations department and other functional managers enable the former to exercise authority over line managers who are normally its subordinates and at the same time it deprives the line managers of a part of authority that otherwise would be theirs.

2.8 TO SUM IT UP

An individual who is not very much concerned with the public relations functions may undermine the role of public relations management. The main reason for this trend is because this department is not clearly linked with the profits as other departments such as marketing, stores, sales and production. The goal of big and enlightened organizations may be termed as growth, development or stability in the market. The production, marketing and purchase departments cannot alone contribute towards the achievement of Public relations goals.

Effective interaction and mutual understanding with the internal public i.e employees is the one important responsibility of the department of public relations. The function of public relations deals with human resources, externally and within the organization to achieve organizational objectives. The public relations department headed by a manager itself does not directly produce in concrete what is tangible and visible, but its functions may help all other departments to contribute towards the achievement of organizational objectives.

The Public Relations function is one of the important functional areas of the management. It is basically concerned with relationship with the management, employees and external public, in all matters other than the actual and specifically the main work of the organization. The department comprises of the house journal, media, communication, press relations, writing and editing, area divisions etc. A separate public relations department is set up with the purpose of achieving the twin objectives of implementing the policies of the top management and the established of good relations. Objectives of the PR department can be achieved only when the best organization structure is designed.

The importance of public relations in the total organization is depicted in the organizational structure or chart. It indicates the clear cut authority and responsibility relationship and thus it enables to know what the role of PR manager is and how it relates to other roles. Organization structures also provides pattern of communication and coordination.

2.9 KEY WORDS

- **PR department:** It is basically concerned with relationship with the management, employees and external public, in all matters other than the actual and specifically the main work of the organization. The department comprises of the following divisions: they are house journal, media, communication, press relations, writing and editing, area divisions
- **Objectives of PR department:** To promote mutual understanding, build up goodwill and image and design a communication system to maintain good press relations etc.
- **Role of PR department:** It is concerned with relationship with the management, employees and external public, in all matters other than the actual and specifically the main work of the organization.
- **Role of PR manager:** The public relations manager organizes the public relations department to carry on the advisory as well as managerial functions entrusted to him. The officer designs techniques suitable for the organization to promote good relations.
- **Line:** Line functions are those which have direct responsibility for accomplishing the major objectives of the enterprise.
- **Staff:** It refers to those functions that help the line authority in accomplishing these objectives and as such they are only indirectly related to the achievement of major objectives. Public relations department performs staff functions but not line functions. It is because of the fact that the public relations department is not directly responsible for accomplishing the objectives of the enterprise.
- **Functions of PR:** The Public Relations Department is in charge of supervising and assessing public attitudes, as well as maintaining mutual relations and understanding between an organization and its constituents. It improves communication channels and introduces new methods of establishing a two-way flow of information and understanding.
- **PR strategy:** An effective public relations strategy tells a company's story in a way that is accurate, honest, and simple to understand, assisting in the establishment of a reputation for credibility.

2.10 CHECK YOUR PROGRESS

1. What is the role of public relations department in an organization?
Write down its objectives.

2. Explain the functioning of Public relations department in an organization with suitable reference.

3. Differentiate between management and public relations department of an organization with suitable examples.

4. Explain the functions of Public relations department,

5. Differentiate between External and internal audiences.

6. Explain how a Public relations department helps an organization to achieve its objectives and outcomes.

7. Who is Public relations manager? Explain the role of Public relations manager in an organization.

8. What are the qualities which contribute to be an effective public relations officer?

9. Write down about the divisions of public relations department.

10. Write short note on Line and Staff functions.

- Explain in brief:
 - i) Media relations
 - ii) Guest relations

- iii) Publications
- iv) Marketing publicity

2.11 REFERENCES

Online Reading:

<https://www.feedough.com/what-is-public-relations-pr-functions-types-examples/>

<https://accountlearning.com/what-is-pr-functions-of-pr-department-promotion-tools/>

<https://bizfluent.com/about-7538233-functions-public-relations.html>

<https://topagency.com/blog/functions-of-public-relations/>

<https://www.marketingtutor.net/what-is-public-relations-pr-functions-types-examples-pros/>

<https://www.mapsofindia.com/my-india/education/what-are-the-functions-of-public-relations>

[https://www.agilitypr.com/resources/pr-Key Words/public-relations-specialized-functions](https://www.agilitypr.com/resources/pr-Key-Words/public-relations-specialized-functions)

Text References:

- An overview of Public relations functions by Shannon A. Bowen
- Public relations by Edward L. Bernays
- Public relations: A managerial perspective by Danny Moss, Barbara DeSanto
- Cutlip and Center's Effective public relations by Glen M. Broom, Scott M. Cutlip
- The IABC handbook of organizational communication by Tamara Gillis, IABC
- Public relations for Asia by T. Morris, S. Goldsworthy

UNIT: 3**PUBLIC RELATIONS IN INDIA****:: STRUCTURE::****3.0 Learning Objectives****3.1 Introduction****3.2 Growth and Development of Public Relations****3.3 Pioneers of Public Relations****3.4 History of Public Relations in India****3.5 Modern Public Relations in India****3.6 Public Relations Education in India****3.7 Future Prospect of Public Relations****3.8. To Sum It Up****3.9. Key Words****3.10. Check Your Progress****3.11 References**

3.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Have knowledge about growth and development of Public relations
- Have knowledge about pioneers on public relations
- Understand the History of public relations in India
- Understand the modern public relations in India

- Have knowledge about public relations education in India
- Have understanding about future prospects of public relations in India

3.1 INTRODUCTION

This unit provides an overview of the origins and evolution of public relations around the world, as well as in India. The philosopher Aristotle stated, "Man is a social animal." From ancient times to the present, public relations, like any other discipline of human activity, has come a long way in terms of professional development and maturity. The history of public relations can be traced back to the dawn of civilization. The development of public relations will be emphasized in this unit. The profession of public relations was most likely not known in India until the late twentieth century. With industries booming in India and the public becoming more aware of the importance of business companies in their lives, public perception of the public relations profession has shifted dramatically, particularly in the minds of business leaders. The Indian economy was opened up as a result of liberalization and free trade in the 1990s. Over the years, multinational corporations have benefited from public relations. The development and evolution of public relations in India will also be highlighted. Throughout history, public relations have been a major force. It began when people began communicating and realized they needed to motivate others. Prehistoric drawings, later hieroglyphics, and ancient manuscripts were all used to persuade, which is a fundamental goal of modern public relations. As Edward Bernays put it, "modern public relations did not spring fully-grown from anyone's brain it has evolved from the earliest times out of human beings' needs for leadership and integration." Despite this, the formal practice of what is now known as public relations is less than a century old. Some of the fundamental elements of public relations, such as the effort to communicate and to find common ground among competing interests, have been practiced since the dawn of civilization.

With the invention of writing, public relations became formalized. Leaders of ancient civilizations such as Sumer, Babylonia, and Persia used poems and other writings to promote their capabilities in battle and politics, whether they were promoting their image as warriors or kings. With the expansion of the Hellenic world, the written and spoken word exploded as a force for social integration. The Athens marketplace became a focal point for public debate on the conduct of business and public life.

In ancient Rome, phrases like *Voxpopli*, *Vox Dei* ("the voice of the people is the voice of God") and *res publicae* ("public affairs"), which means "republic," demonstrated the power of public relations. Julius Caesar carefully prepared the Romans for his crossing of the Rubicon by sending reports on his epic achievement as governor of Gaul, such as "Caesar's Gallic Wars." It wasn't until the Renaissance and Reformation that the foundations of the modern world were laid, as well as the underpinnings of the type of public relations that has become essential to the management of public and private institutions. Great liberty documents aided in crystallizing the power of public opinion. For example, the Magna Carta, an English charter of rights and liberties written in the thirteenth century, was inspired by the United States Constitution in the late eighteenth century.

The invention of mass communication marked the beginning of the twentieth century, beginning with the printing of newspapers and progressing to radio, cinema, and, later, television. When newspapers regularly carried stories on the shadier side of things—the evils of business, corruption in politics, double standards in religion, and exploitation of children, women, and Blacks the power of the pen became recognized. The journalists who wrote negative stories became known as "muckrakers." Such articles had a huge influence on the general public. The organizations and individuals targeted by such dispatches felt compelled to express their views, paving the way for the birth of Public Relations.

3.2 GROWTH AND DEVELOPMENT OF PUBLIC RELATIONS

In some form or another, public relations has always existed. It is, of course, but not in the way that it is practiced today. Dorman Eaton, a lawyer, coined the term "public relations" in 1882 while speaking to a Yale Law School audience. However, it was not until 1916 that the term "public relations" was used professionally by one of the pioneers of public relations, Ivy Lee.

The Greeks established a forum for debate through historic events such as the Olympic Games. During Julius Caesar's reign, the Romans even reflected the importance of public opinion through Cicero's oratory skills and historical writings in pamphlets. They emphasized the growing importance of public opinion by coining the phrase *VoxPopuli, voxdei*, which translates as "the voice of the people is the voice of God."

The church and the state were one and the same in the mediaeval world. The church shaped public opinion, and the effectiveness of its

implementation was dependent on its public relations activities. In England, the king recognized the need for a third party, or mediator, to facilitate communication between the government and the people. As a result, the king appointed Lords Chancellor to serve as Keepers of the King's Conscience. During this time, the term "propaganda" was coined. Congregation de propaganda, or Congregation for the Propagation of Christianity, was established by the church. Johann Gutenberg's invention of the printing press in the 15th century resulted in an increase in the number of pamphlets, handbills, and posters containing important information for distribution. By the 17th century, educational institutions such as Harvard College had organized the first fund-raising event in the United States of America. King's College, now Columbia University, used a press release to gain media attention.

Amos Kendall was the first US presidential Press Secretary in the nineteenth century. P.T. Barnum pioneered press representation by touring his circus across the country. Westinghouse established the first corporate public relations department in 1889, a year after Mutual Life Insurance Company established a department called species of literary bureau to coordinate advertising and publicity. Around that time, the use of public relations and publicity in political campaigns began.

During the twentieth century, automaker Ford began promoting its products through product reviews and promotional events. The Publicity Bureau was the first public relations firm in the United States. Pioneers such as Ivy Lee were hired by the Pennsylvania Railroad Company and issued the 'Declaration of Principles,' which is regarded as the beginning of modern public relations. Crystallizing Public Opinion was written by Edward L. Bernays. The term "public relations counsel" gained popularity. He even taught the first course in public relations at New York University. During World Wars I and II, public relations was widely used to build support and encourage citizens' participation and involvement in the war. To promote wartime information campaigns, the government established the Office of War Information and the Advertising Council. Television publicity became popular, and the Public Relations Society of America was founded in 1947. With rapid industrial growth, public relations as a management function became an essential component for any organization competing in different markets, whether local or global.

3.3 PIONEERS OF PUBLIC RELATIONS

IVY LEE

Princeton University awarded Ivy Lee a bachelor's degree in economics. He began his career as a journalist, contributing to publications such as the New York Journal, New York Times, and New York World. By 1903, Lee had entered the field of public relations. He worked for a group called the Citizens Union, whose mission was to keep track of the various political parties' activities. Lee co-founded the public relations firm Parker and Lee with George Parker.

It was only the third public relations firm in the United States to open its doors. Lee issued a media statement titled the "Declaration of Principles" to lay out his thoughts on how public relations should be handled. This statement outlined Lee's views on the fundamental responsibilities of public relations practitioners to the media and the general public. One of his most significant contributions to the development of modern-day public relations is the "Declaration of Principles." Lee positioned himself as a mediator, believing that rational people would make sound decisions if given accurate information. He was famously hired by the world's richest man, John D. Rockefeller, and contributed to Rockefeller's public image as a well-liked philanthropist. Lee's thoughts on the interaction between public relations practitioners, the media, and the general public are best explained by the way he handled a fatal accident involving the Pennsylvania Railroad. He issued a statement to the media in which he informed them of all information he had about the accident. Considered to be the first press release issued to the media by a corporation providing factual information about the accident. Lee preferred complete transparency and invited interested reporters to the accident site to see the damage firsthand. He also made sure that executives from the company were available to answer questions and speak to the media. The positive response Lee and the railroad received from the media and the general public prompted other companies to follow suit in their own public relations efforts. This resulted in a significantly improved relationship between the two groups.



As Dennis Wilcox mentioned in his book *Public Relations: Strategies and Tactics*, Ivy Lee is remembered today for his four important contributions to public relations:

- (1) Advancing the concept that business and industry should align themselves with the public interest
- (2) Dealing with top executives and carrying out no program without the active support of management
- (3) Maintaining open communication with the news media, and
- (4) Emphasizing the necessity of humanizing business and bringing its public relations down to the community level of employees, customers, and neighbors.

EDWARD BERNAYS

Edward Louis Bernays was an Austrian-American public relations and propaganda pioneer who was dubbed "the father of public relations" in his obituary. "Bernays was the profession's first philosopher and intellectual," Larry Tye wrote in his biography of Edward Bernays, *The Father of Spin*. He saw the big picture when few others did, and he was the first to recognize the link between theory and practice, or, as he would have put it, between the art and



science of public relations. And, in doing so, he was the first to show future generations of public relations professionals how influential their profession could be in shaping America's economic, political, and cultural life." Bernays believed that public relations should use a combination of social science research and behavioural psychology to create campaigns and messages that could alter people's perceptions and encourage specific behaviors. Barney's information model was based primarily on advocacy and scientific persuasion. It emphasized listening to the audience, but the goal of feedback was to create a more persuasive message. It was more modern, scientific, and effective than all previous, one-way communication that relied solely on issuing press releases and sending messages. Bernays's book *Crystallizing Public Opinion*, published in 1923, was the first known book on public relations. Later, he wrote the book 'Engineering of Consent,' which deals with the concept of

public relations (PR) as a systematic method of generating persuasive publicity. He worked on successful campaigns ranging from Proctor & Gamble's Ivory soap for children and their participation in a soap-making contest to the Torches of Liberty campaign, for which Bernay was hired by the American Tobacco Company to target women as tobacco consumers. Fashion models marched in New York's popular Easter Parade, each waving a lit cigarette, to break the taboo of women smoking in public. The sale of cigarettes to women increased as a result of making smoking a symbol of liberation.

3.4 HISTORY OF PUBLIC RELATIONS IN INDIA

In Indian history, public relations has always existed, but it has never been practiced consciously or professionally. Spiritual teachers such as Gautama Buddha, Sankaracharya, and Kabir were master communicators in a way that laypeople could understand. Emperor Ashoka's rock inscriptions were written in local dialects to facilitate communication. During the Mughal rule, followed by the colonial English rule, public relations emerged.

The rulers attempted to persuade the public by claiming that they were working for the people of India and that the people should support their continuation. Indians, on the other hand, began fighting for independence against colonial Britishers after centuries of invasion.

In 1780, William Augustus Hickey founded the Bengal Gazette, India's first newspaper. It was aimed at the European settlers in Calcutta (now Kolkata). Newspapers quickly became a tool for educating and informing literate people. Newspapers served as catalysts for the expansion of public opinion. Mahatma Gandhi has always been a shining example of an outstanding communicator. His efforts in the Quit India Movement in 1942 resulted in Indian citizens rallying for the British to leave India once and for all. India gained independence in five years.

The Indian Railways pioneered the professional systematic practice of public relations in India. In the 1920s, the Great Indian Peninsular (GIP) Railways ran an advertising campaign in England to attract tourists to India. In India, the Publicity Bureau launched a travelling cinema that performed open-air shows at fairs, festivals, and other events. This Bureau also conducted extensive advertising in newspapers and journals, as well as participation in international exhibitions, in order to popularize Indian Railways and tourist traffic. During World War I, the Government of India established the Central Publicity Board. This was the Government of India's first organized PR/Information setup. It was

renamed the Central Bureau of Information, then the Bureau of Public Information, and served as a conduit between the government and the press. In 1938, the Bureau also established a policy for the publication of government advertisements. Following independence, the Indian government established a full-fledged Ministry of Information and Broadcasting. During that time, multinational corporations operating in India felt compelled to engage in more meaningful dialogue with the Indian people.

These corporations increasingly relied on public relations to adapt their corporate policies to the democratic environment. Among the Indian behemoths, the Tatas had already established a Public Relations Department in Mumbai in 1943, led by Shri Minoo Masani. They were well-known for their philanthropic activities, and in 1892, the House of Tatas established the J.N. Tata endowment to provide higher education abroad for meritorious outstanding Indian graduates. They constructed Sakchi, India's first industrial township model, also known as Tatanagar or Jamshedpur, which provided facilities for all Tata Steel Limited employees. HMT, BHEL, Bhilai Steel Plant, followed by NTPC, Indian Oil, VSNL, NHPC, and ONGC, to name a few, all contributed significantly to the growth and development of public relations. The Public Relations Society of India (PRSI) was founded in 1958. It is a national organisation dedicated to the professional development of public relations professionals and communication specialists. Its goal is to promote public relations as a management function.

All of these were Greenfield projects, indicating the transition from a primarily rural to an industrial economy. Enterprising professionals in Mumbai set up the Public Relations Society of India (PRSI) in 1958 to promote professional practice. Its activities, however, were confined within the city. Similarly, Kolkata saw the birth of the Public Relations Circle in 1965 with similar objectives. Both the bodies eventually merged into the national association after its formation at the first All-India Conference in Delhi on April 21, 1968. The occasion also marked the start of professional public relations practice in India. To commemorate the event, the day is designated as National Public Relations Day. Over time, these practitioners, both male and female, became more similar in their education, knowledge, and skills. On the job, he became the promotional voice for thousands of public and private interests, performing a wide range of management and communication functions aimed at influencing the opinions of customers, employees, stockholders, taxpayers, investors, and legislators.

What began as simple publicity has evolved into a wide range of applications, ranging from interpreting public opinion and its impact on an organisation to researching ways to assist the business in meeting its objectives. The immediate task of public relations was to inform, persuade, and obtain public support for the success of these massive enterprises. New life patterns arose quickly. The industry's imposed rhythm and the stress of city life were novel. In this new situation, public relations evolved as a critical corporate function to reduce the resulting friction between the new and old ways of life. There was also a growing awareness among public relations executives to instill greater professionalism into their work.

3.5 MODERN PUBLIC RELATIONS IN INDIA

Because of the explosion of media and business in today's India, public relations has the opportunity to provide integrated solutions. There appears to be no place for mere smart talkers who are limited to handling media or getting a house journal published. Today, public relations is a knowledge-based intellectual profession, and with the advent of globalization and economic liberalization, it has emerged as a demanding and prosperous industry in India. Most organizations have recognized the importance of public relations in boosting their business and effectively managing their communications. Most organizations in the country have made public relations a strategic management function. Public relations was primarily an extension of an advertising agency in the 1980s and 1990s. Today, there is an opportunity to provide integrated solutions, particularly as the line between public relations, advertising, and digital is beginning to blur, and it has become an important component of integrated marketing communications. Companies hire public relations firms or their in-house public relations or communications department to assist them in understanding how to best communicate their messages and present them in a context that is meaningful to the target audiences. According to a survey conducted by the Associated Chamber of Commerce and Industry in India (Assocham, 2012), India's public relations industry is growing at a rate of 32% per year. There are hundreds of large and small PR consultancies in the country, employing thousands of practitioners, and nearly 150,000 people work in PR agencies, PR departments in business corporations, PR and information departments in state and central government secretariats, and universities, colleges, and other educational institutions.

LIST OF POPULAR PUBLIC RELATIONS AGENICES IN INDIA

- Adfactors PR
 - Genesis Burson-Marstellar
 - Weber Shendwick
 - Edelman
 - Ogilvy PR
 - Perfect Relations
- Waggener Edstrom
- MSL Group India

In India, public relations is a thriving profession. There are hundreds of large and small public relations firms in the country, employing thousands of people. Most private-sector companies and nearly all public-sector companies have public relations departments. According to a survey conducted by the Associated Chamber of Commerce and Industry in India, India's public relations industry is growing at a rate of 32% per year. Many people believe that the definition of traditional public relations has shifted. In its new guise, public relations is used for more than just media relations and employee communication; it is also increasingly used for strategic communication, brand building, customer relations, and crisis management. From an executive function to a high-level management job, public relations has evolved. From an executive function, PR is now becoming a part of the high-level management job touching upon the core values of an organization. PR in India is fast emerging as an institution especially with its growing acceptance as a skilled and specialized profession.

3.6 PUBLIC RELATIONS EDUCATION IN INDIA

Although the Indian corporate world is rapidly expanding, the Indian public relations profession is failing to meet the demand for competent and professional public relations personnel. This is a major source of concern. Public relations, the ubiquitous discipline of relationship management, has matured in India. Media proliferation, economic liberalization and globalization, trade wars and the resulting competitive marketing environment, and rising demand for public information have all resulted in a sea change in public relations practice, which has become more focused and central to government and corporate thinking.

Public relations, the ubiquitous discipline of relationship management, has matured in India. Media proliferation, economic liberalization and

globalization, trade wars and the resulting competitive marketing environment, and rising demand for public information have all resulted in a sea change in public relations practice, which has become more focused and central to government and corporate thinking.

As a result, public relations careers are available in the Ministry of Information and Broadcasting, the Information and Public Relations departments of 29 states, Health and Family Welfare, Rural Development Departments, Central and State Public Sector undertakings, Universities, major industries and multinational corporations, IT firms, corporate hospitals, hotels, PR and Advt agencies, NGOs, and so on.

On one side, there were one lakh public relations professionals, over 30 lakh extension communicators, including about 9 lakh community health volunteers, and on the other, there were 94,000 newspapers, 500 radio stations, 900 television channels, 30 crore internet connections, and over 100 crore mobile phones, resulting in the world's largest information and public relations network.

The massive information technology-enabled network is involved in public communication in order to inform, educate, persuade, and motivate people to be active participants in our democratic and In the process, India's public relations has entered the "Age of Upswing."

Independent India should be proud of two major accomplishments. The first is that India has emerged as the world's largest and most vibrant democracy, with over 81 crore registered voters. The second is that India, which was once known as a country of famines and starvation deaths and was entirely dependent on imports, has now transformed itself into a global economic player and the world's seventh largest economy, poised to become the world's third largest economy. The public relations communication network undoubtedly played a significant role in our country's two significant achievements.

This mismatch can be described as a "Public Relations Crisis." Professional excellence is urgently required. The solution lies in developing a 'New Public Relations Education and Skills Matrix,' with Indian universities serving as entry points. In the West, Public Relations is offered as a major course as well as BA Hons, BSc (PR) at the undergraduate level, with specialized Public Relations courses at the PG level as MA Public Relations and MS Public Relations. MSc (PR) programmes are available at the University of Sterling in the United Kingdom, both on-campus and online. Doctoral degrees in public relations (PhD) are also popular.

One of the prerequisites of any profession that wishes to be taken seriously, is the existence of recognized body of knowledge and the professional standards that bind its members and governs their conduct was a comment by a panel of speakers on the subject of PR education at the 29th Public Relations Conference in Kolkata.

Thanks to the spread of PR education by some public relations and other media training school, it is roughly estimated that India's public relations agencies employ more than 2000 PR professionals at the middle level management every year. At the same time there should be a couple of lakh of men and women, who have gone through education and picked up jobs in the corporate sector.

- Education gave us a sense of personality in society, thus its importance.
- PR education developed in India in 1970 as vocational study at the under graduate level.
- Bharatiya Vidhya Bhavan and New Delhi YMCA started PR education in 1970 and 1980.
- India needs a well thought out strategy for PR educations, training and research.
- PR professional and training effort has not been aggressively enough to take up strategic challenges.
- Educators in public relations must standardize the curriculum and define the gamut of public relations functions.

3.7 FUTURE PROSPECT OF PUBLIC RELATIONS

According to the Public Relations Consultants Association of India's 'State of the Industry Survey 2017,' the public relations (PR) industry grew 18 percent to Rs1,315 crore in 2017. (PRCAI). Digital, social media, and content-driven campaigns accounted for up to 29 percent of PR firms' revenue. Public relations has never had a more prominent position than it does today. The expansion of the internet, combined with news and social media, has accelerated the growth of the public relations industry. The public relations industry is in an exciting stage of development, with a rather abrupt shift from information to conversation. Technology has given people new ways to interact and improve the PR propositions of storytelling and thought leadership.

The job market for PR graduates is promising, particularly in Central, State, and Local government departments. A wide range of private and public sector industries, defense services, private and public banking

institutions, hospitals, community welfare agencies, volunteer service bodies, and organized enterprises require trained public relations personnel. Public relations counseling and public relations research and evaluation are highly specialized fields that necessitate specialized training in behavioral sciences. As a profession, public relations is a rewarding, secure, creative, and socially useful and productive one.

Factors such as increased competition, increased consumer awareness, the need to project an image of a responsible corporation, and the importance of motivating employees have all contributed to the profession's status. As a result, public relations will continue to gain traction in India and around the world because it is cost effective and focuses on a specific audience. If the 5Ws and 1H are answered and executed correctly, any PR plan can work wonders at any time and in any place.

3.8 TO SUM IT UP

Public relations, has come a long way in terms of professional development and maturity. The history of public relations can be traced back to the dawn of civilization. The profession of public relations was most likely not known in India until the late twentieth century. The Indian economy was opened up as a result of liberalization and free trade in the 1990s. Over the years, multinational corporations have benefited from public relations. Prehistoric drawings, later hieroglyphics, and ancient manuscripts were all used to persuade, which is a fundamental goal of modern public relations. As Edward Bernays put it, "modern public relations did not spring fully-grown from anyone's brain it has evolved from the earliest times out of human beings' needs for leadership and integration." Some of the fundamental elements of public relations, such as the effort to communicate and to find common ground among competing interests, have been practiced since the dawn of civilization. With the invention of writing, public relations became formalized. Leaders of ancient civilizations such as Sumer, Babylonia, and Persia used poems and other writings to promote their capabilities in battle and politics. With the expansion of the Hellenic world, the written and spoken word exploded as a force for social integration.

Dorman Eaton, a lawyer, coined the term "public relations" in 1882 while speaking to a Yale Law School audience. However, it was not until 1916 that the term "public relations" was used professionally by one of the pioneers of public relations, Ivy Lee. During Julius Caesar's reign, the Romans even reflected the importance of public opinion through Cicero's

oratory skills and historical writings in pamphlets. They emphasized the growing importance of public opinion by coining the phrase *VoxPopuli, voxdei*, which translates as "the voice of the people is the voice of God."

In England, the king recognized the need for a third party, or mediator, to facilitate communication between the government and the people. As a result, the king appointed Lords Chancellor to serve as Keepers of the King's Conscience. During this time, the term "propaganda" was coined. Johann Gutenberg's invention of the printing press in the 15th century resulted in an increase in the number of pamphlets, handbills, and posters containing important information for distribution. By the 17th century, educational institutions such as Harvard College had organized the first fund-raising event in the United States of America. King's College, now Columbia University, used a press release to gain media attention.

The Publicity Bureau was the first public relations firm in the United States. Pioneers such as Ivy Lee were hired by the Pennsylvania Railroad Company and issued the 'Declaration of Principles,' which is regarded as the beginning of modern public relations. *Crystallizing Public Opinion* was written by Edward L. Bernays. During World Wars I and II, public relations was widely used to build support and encourage citizens' participation and involvement in the war. To promote wartime information campaigns, the government established the Office of War Information and the Advertising Council.

3.9 KEY WORDS

- **Before 18th Century:** The beginnings of PR
- **18th Century:** The age of print
- **20th Century:** The age of mass media
- **21st Century:** The age of digital and social media
- **1440:** Johannes Gutenberg invented the printing press
- **1584:** Sir Walter Raleigh decided to do some advertising and sent reports about the beauty of Roanoke Island to England to persuade more settlers.
- **1773:** Samuel Adams, considered the Master of Propaganda, orchestrated public relations for the Revolutionary War.
- **1903:** PR became a profession when Ivy Lee started working as an advisor of John Rockefeller.

3.10 CHECK YOUR PROGRESS

1. Write a short note on history of Public relations in India.

2. Elaborate growth and development of Public relations in western world.

3. Briefly explain the role of Ivy Lee and Edward Bernays in growth of Public relations.

4. What do you mean by modern Public relations.

5. Explain the role of Public relations agencies

6. Write a short note on
A) Public relations education in India.

B) Future prospects on Public relations in India.

3.11 REFERENCES

Online Reading:

<https://scoreindia.org/blog/history-of-public-relations-india/>
<https://www.owlgen.in/describe-the-growth-of-public-relations-in-india/>
<http://newswriters.in/evolution-of-pr-in-india-and-its-present-status/>
<https://ijrcs.org/wp-content/uploads/201709018.pdf>
https://www.business-standard.com/article/management/understanding-the-public-relation-industry-in-india-112060202027_1.html

Online Videos:

<https://www.youtube.com/watch?v=sxurAq3N71o>
<https://www.youtube.com/watch?v=VHSxaDhhyQY>
<https://www.youtube.com/watch?v=dfTtF-cq8PI> (Hindi)
<https://www.youtube.com/watch?v=fqnVGMmMJmU>
<https://www.youtube.com/watch?v=OtxBkWcnAns>
<https://www.youtube.com/watch?v=eHiggYO5hu4>

Text References:

- Public relations in India: New tasks and responsibilities by J.V. Vilanilam
- Handbook of Public relations in India by D.S. Mehta

- New media in Public relations: The evolving scenario of India by Tomojit Bhattacharjee
- Public relations in India by Vijay Kumar
- Public relations: Principles and practices by Iqbal S. Sachdeva
- Public relations in India by Jolly Mohan Kaul
- Social sector communication in India: Concept, Practices and Case studies by Jaishri Jethwaney

:: STRUCTURE::**4.0 Learning Objectives****4.1 Introduction****4.2 Why employee communication?****4.3 Forms of Employee Involvement****4.4 Tools of Employee Communication****4.5 Employee Relationship- An Internal Communication
System****4.6 Upward Communication- meaning and nature****4.7 Downward communication-meaning and nature****4.8 To Sum It Up****4.9 Key Words****4.10 Check Your Progress****4.11 References**

4.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the concept of employee communication.
- Have knowledge about tools of employee communication
- Have knowledge about employee relationships
- Understand the concept of upward and downward communication

4.1 INTRODUCTION

In any successful organization the relationship between the management and its employees cannot be anything but of mutual respect. The benefits of a team spirit are indeed immense and management experts have cited examples of how building a team spirit led to improved production, employee motivation, customer satisfaction and business reputation. Every organization, therefore has to have a vision. Sharing of a common vision enables the organization to learn, self-regulate and run its activities successfully, instead of being dominated by one voice at the top. How many organizations, even today are in the position to declare, “We want our people to be involved and motivated and feel that the organization is working for their interest as well as its own. We want them to be well rewarded not only in money but in terms of feeling that they belong to a winning team”? Thankfully, though slowly, Indian companies have realized that the business of business is no longer just business. The moral: Unless the corporate objectives of the business are compatible with the personal objectives of the individuals working in it, no business or organization can succeed. What are the reasons behind the growing mismatch between employees and jobs? A large number of organizations often fail to make use of the skills, knowledge and vitality that their employees possess. The fact is that the workers today want more involvement in and control over what they do. At the same time, they are equally aware that they will survive only if the organization survives.

The subject of employee’s involvement has been a topic of recurring interest in the history of employee relations all over the world. Different eras have thrown up new forms alongside, or in place of these already in existence. Even so, several organizational constraints have continued to affect relations with the employees very often. Mainly, the situation may be one of the following or a combination of all of them.

1. Employees do not know what others are doing in the entire organization.
2. Employees feel that all meetings, discussions and any face to face communication is a mere waste of time.
3. Employees feel powerless when they are not allowed to influence events, and loose feel of commitment.
4. Employees unable to see the value to their position and develop a feeling of insecurity.
5. Employees do not have the perception about the organization aims, and do not know what makes an organization successful and profitable.

The PR Action Plan

As managements have come to realize, changing worker values in recent times have revolutionized life in the shop floor as well as in the total work environment. In fact, adapting to the change is important anticipating the next change is extremely crucial. As an agent of change and as a person with deep understanding of worker performances and attitudes, the PR believes in sustained, permanent nature of public relations in the organization. The value of good communication between the organization and its workforce is fostering a new spirit of co-operation between shop floor and management is well understood. It is necessary that the PR identifies the goals, both internal and external which get the best out of the employee. The PR outfit must simultaneously cope with the never ending day-to-day public relations matters and keep an eye on the future direction.

The PR action plan in order to tap the interest of employees will include,

- The development of a vision of the future with commitment and involvement of all members of the organization.
- The transition of this vision into an action plan for change and adjustment to the changes that take place in the environment.
- Encourage employees understanding of the aims and objectives of the organization.
- Develop a greater appreciation of the common interest and mutual interdependence of all sections of the enterprise: management, employees, supervisors, union representatives, shareholders, suppliers and consumers.
- Make full use of the potential of the employees to contribute to the organization's development by its employees.
- Provide feedback and review of progress.

4.2 WHY EMPLOYEE COMMUNICATION?

The best way to tackle the issues involved in employee communication is from inside, and in-campaign is best suited for such communication. Indeed, solutions to problems come from the bottom up and everyone and everyone is expected to participate in the creativity of the organization. It is not one person but many, and all must think and act together to find ways to grow.

Of chief importance in employee communication is the fact that the process of mutual influence takes place within an organization. With the help of verbal and/or nonverbal means, employee communication aims at

receiving positive feedback which in reality is a sender/receiver vice versa activity. Any organization whether it aims at service, production or distribution consists of individuals and groups of people whose work is related to the work of the other groups and individuals as well as the organization as a whole. The policy of an employee-oriented corporate culture, therefore cannot be pursued without the total internal communication playing a prominent and decisive role.

Just as important, however is the fact that individuals cannot do without communication if they want to function in a way that is both motivated and motivating. Moreover, correct and thorough information is appreciated in order to be able to belong to the organization, to propagate the organization's identity and stand up for one's organization if attacked by others. Correct employee communication intensifies interest in the organization and underlines, strengthens and supports its identity.

Who should communicate? - The PR Role

If the organization is really serious about improving communication internally, the first step should be to get managers and supervisors to communicate with the people they manage. In many forward looking companies, the managements come forward to help trade unions communicate with their members. Ironically, as most HRD reports shows, neither side is known as communication experts have a definitive and crucial role to person.

However on account of the higher development of the individual and rapid progress and application of the media of communication, the shop-floor has passed through an evolutionary process. This leads to a situation in which higher standards of the means of internal communication will only be acceptable. As a result, there comes another challenge to PR in the new communication environment. The PR in conjugation with the management personnel, has to prepare and put into practice an action plan to promote effective communication within the organization. These rules apply to PR as well as to managers including first line supervisors. With top management support, PR may oversee and provide pervasive guidance to all those need to communication. The essential guidelines are:

1. Never create a distance between yourself and the employees. Close the gap if there is any existing hurdle.
2. Meet them purposefully and keep communicating in a sustained way.

3. Senior managers must not stop personal communication even on the pretext that they manager by delegating and are getting all information through remote information like Management Information System (MIS).
4. Never make promise in a hurry. Remember few things demotivate as much as the frustration of living with un-kept promises.
5. While communicating, be generous in lavishing praise as and when you find an employee or group of employee have done well. Praise as well as reward is a great morale booster. It improves self-esteem, confidence and above all, the will or determination to succeed.
6. As a trained communicator, do not hesitate to point out to unions about dissatisfaction with communication between the employees and the leadership. Admittedly, this is difficult group but communication linkage with trade unions will be an excellent source of constructive co-operation and mutual trust.
7. Convince managers that communication is not just instructing people about what to do and how to do it. They have to determine the goals and rationale of activities jointly with the work force. Simply put, make it entirely participative. Involvement and participation in the decision making process leads to commitment to full effort that is what effective communication intends to achieve.
8. Finally, remember and make managers understand that the biggest impediment to motivating the employees is the lack of communication or inappropriate communication. Indeed, no effort is too great for learning how to communicate and motivate people who largely determine the future of the organization.

4.3 FORMS OF EMPLOYEE INVOLVEMENT

What the organization wants from its employees and what the employees want has been a topic of recurring interest in the history of employee relations. However, the communication needs associated with each of these levels have been found to be virtually inseparable. This goes to prove the necessity of matching organizational needs with employee's needs. In realistic terms, the employee believe more in management actions rather than what it says or communicates. Truly nothing can harm employee commitment more than incoherent management actions which seems to show that employee involvement is not of much significance, an activity apt to be sidelined in the pursuit of other short term goals.

Communication plays an important part in this model. Maslow says in *Motivation and Personality* that secrecy, censorship, dishonesty, blocking of communication threaten all the basic needs. Below are given a few employees involvement arrangement, which may go a long way to fulfil employee needs. Some experts argue that some of these examples do not fall into the category of employee communications. To the employee, however all of these and many more activities are communication in real terms and will promote employee involvement effectively.

The examples are:

- Communication both written and face to face from managers to employees with two-way exchange of views and ideas. The forms of employee involvement are: briefing sessions, house journals, training and development courses on subjects such as existing and new legislations, health and safety and financial and economic factors affecting the performance of the company.
- Upward communication which is designed to tap the employees' knowledge and opinion, both at the individual levels and through the mechanism of small groups. The practices are: a. total quality management (TQM), b. suggestion schemes and c. quality circles. Attitudes survey is another way to gather employee views and recommendations on particular issues.
- An adequate procedure for handling grievances of employees can be with the involvement of the individual employee, shop-floor supervisor, union representative and management representative. It is necessary to inform all employees about the detailed procedures and offer guidance whenever needed.
- Consulting employees and their representatives as a management process so that the employees' view can be taken into consideration in making decisions that are likely to affect their interest. The forms of participation usually are: a. joint consultative committee (JCC), b. works committee/works council, c. worker representative on the board of directors and also d. collective bargaining on monetary and benefit issues.

In essence, whether these jobs are performed by managers, industrial relations or communication people, they must be given the time, support and resources to carry out their tasks. A case study conducted in several India organizations, both private and public sectors, revealed significant aspects of employee involvement and employee communication. The perception of work-force feeling a sense of involvement and moderately satisfied with communication process is noticeable among at least 25%

people, although they are dissatisfied with important facets of working life in the worst case, the respondents constitute 55% who are thoroughly dissatisfied with all aspects of their service conditions, involvement and state of communication.

A few warning signals and cautions footsteps for the PR personnel will be appropriate:

- Do not try to achieve too much in hurry.
- Remember, the workers and the unions are the key players in the organization not the management in point of fact.
- Know the detailed structure of the trade union and learn what functions the trade union is performing.
- In commercial and industrial organisations, the public relations and communication activities may be treated both by management the unions and the work force with utmost skepticism. Do not despair.

4.4 TOOLS OF EMPLOYEE COMMUNICATION

To fully use the tools of communication, it is imperative for the PR and communicators to be adequately trained and psychologically prepared towards creating the right environment. The essential ingredients are:

- Promote a culture of open communication. The less information provided to employees, the more active the company grapevine will be. To fill the communication gap, the grapevine will encourage rumors, half-truths, gossips, exaggerations and poisonous mixing up of facts and figures.
- The medium used to communicate must be appropriate to the circumstances and the message is to be conveyed at the right time at the right place.
- The PR and in turn the top management must understand that the way an organization communicates and fails to communicate topic. For example downward one way communication is not only insufficient but suppresses employee initiative and kills ingenuity.
- The communicators will have good understanding of the overall economy and the place of the organization in the total setting. Thus what and why and how of communication becomes meaningful provided they are able to express themselves with clarity both verbally and non-verbally otherwise.
- Obviously while pursuing internal communications the PR and communication personnel should have a perception of external

factors like media activities as employees have equal access to these sources of information.

- And lastly through very crucial and difficult indeed, public relations and communications staff should have sufficient knowledge and sensitivity for intricacies of industrial relations.

Tools and Media

Tools and media available for the purpose of in-house communication are mainly in two forms:

- a. Written media: house journal displays/newsletters, bulletins, suggestion schemes, booklets and manuals, pamphlets, newspaper, magazines, posters, displays and exhibits.
- b. Verbal and visual media: face to face taking, briefing sessions, training programmes, public address systems, interviewing, radio and television programmes, internal telephones, conducted trips, the grapevine, demonstration and sound/slide presentations.

4.5 EMPLOYEE RELATIONSHIP AN INTERNAL COMMUNICATION SYSTEM

Internal communications may be defined as an exchange of facts, ideas, and opinions of individuals or departments of an organization relating to purely inside matters. Information transmission of various pieces concerns as to what happens within an organization rather than its relationship with the others outside the organization. There is no challenging the power of communications in any aspect of our lives. The transmission of information between organizational members or parts of the organization is defined as internal communications. It occurs at all levels and organizational units of a company. This is merely an internal form of public relations. This practice is important for young professionals because they will be entering the field soon and want to work for companies that priorities the wants and needs of their employees. Internal communication is sometimes referred to as "corporate communications" by some companies, and this field is ideal for students studying public relations. We all know, that whether it is personal or professional relationships, communication and engagement is very important for people to function efficiently. Which is the role that effective internal communications plays for brands. In organizations 'Internal Communications' is a function that is widely known but may or may not be well understood with the due significance attached to it.

Internal communication is not only centered on what PRSSA members learn in school, through their membership, and during internships, but it is also a rapidly growing field. In today's society, companies are placing a greater emphasis on this field. For example, Google, a world leader in information innovation, holds weekly all-hands meetings for its employees, which are coordinated by Google's internal communication team. These allow employees to have their voices heard and are held in a town-hall format with employees from all areas and levels in attendance. Employee e-newsletters, company intranet websites, and interactive social media pages for employees are examples of internal communication tactics. This is a practice that will continue to grow and evolve throughout the ages, so it is critical that we learn about it. Knowing the specifics of internal communication can make young professionals more marketable and knowledgeable in the workplace.

There are several advantages to having an effective internal communication system, and they are all related in some way. The top five that are the most important:

1. **Transparency:** Having an effective internal communications strategy fosters transparency among employees, allowing them to better understand the big picture. Employees are more motivated to work when they understand where they fit in the big picture. The hallmark of public relations is transparency.
2. **Smooth co-ordination:** Internal communications are critical for avoiding conflicts and maintaining smooth cohesion among employees in a company. People understand the company's value system better, which reduces potential clashes among employees and allows for a faster turnaround time. A well-oiled machine will always be faster.
3. **Increased productivity:** Having a well-structured communications system allows leaders to better understand their teams and their needs. They are also better able to address those needs, which leads to increased productivity and better outcomes. Intranet systems are critical in introducing structure.
4. **Higher employee retention:** Employees gain a better understanding of the company and its people through communication. If they are on the same page as management and their team leaders, they are more likely to stay in the organization and contribute to its growth. A happy organization is one that communicates.

- 5. Sense of ownership towards the company:** It is critical for employees to feel a sense of ownership in the company for which they work. Employees take on more responsibility when they have a sense of ownership. This increased sense of responsibility promotes greater innovation and newer ideas, thereby improving overall work quality.

4.6 UPWARD COMMUNICATION MEANING AND NATURE

Upward communication is defined as a communication process in which managers, supervisors, and directors receive information and messages about work or other things from lower level employees.

Upward communication affects a company's overall success, as it ensures-

- Workplace trust and transparency
- Employee engagement and retention
- Manager-employee relationships
- Communication during Crisis and change management
- Organizational alignment
- Collaboration and knowledge sharing
- Inclusivity and sense of purpose, etc.

Effective communication within an organization necessitates the development of novel communication techniques by employees and upper management. This communication is about business practices. This type of communication is not traditional, but it is becoming more popular in many organizations as hierarchical communication methods are being debunked. For example, when a new policy or technique is implemented in an organization and the supervisors require feedback from the employees, communication upward is used. Upward communication is the flow of information from the lower levels of the hierarchy to the higher levels of the hierarchy. Complaints, feedback, work reports, and suggestions about the organization's day-to-day operations are all examples of upward communication. Upward communication fosters a positive cooperative and interactive work culture. Companies that foster Upward Communication are more likely to make decisions that benefit their employees. In many organizations, upward contribution is likely the nucleus of a business process. This communication alerts an organization

to any changes that may occur in the business process. Upward communication necessitates a very positive attitude. This procedure is not done on a regular basis.

Different types of upward communication that take place in an organization are:

1. **Performance or Work reports:** Performance reports in upward communication enable lower-level employees to send work reports to their superiors. As a result, information reaches management. Performance reports in upward communication allow lower-level employees to rate the performance of their direct managers and other company officials. Upper management performance reviews could take place concurrently with employee performance reviews to demonstrate that company officials, like their employees, are striving to improve.
2. **Focus Groups:** Focus groups are typically comprised of HR and a higher level of employees to discuss any current issues that employees in an organization are facing. Focus groups are typically made up of company employees who are accompanied by an HR specialist or a company official. Employees can discuss recurring issues at the department level during focus groups, or company officials can use these sessions to ask employees how they feel about a new policy. Officials videotape these meetings so that other executives can review them later and make better decisions.
3. **Company Meetings:** Company meetings are important examples of upward communication because they allow employees to interact with those at higher levels. These can include team meetings, one-on-one conversations, and employee-manager meetings. Meetings at work are an example of upward communication because they allow upper management and lower-level employees to interact in person. One-on-one meetings between employees and their direct managers are examples, as are company-wide meetings where all employees and executive personnel gather to celebrate an important milestone or address major changes.
4. **Suggestion Box:** Employees can submit written feedback, complaints, and advice for review by upper management. It could be an online formatting tool. Companies can use either an actual suggestion box where employees can leave written feedback, complaints, or advice for upper management to review, or an

online format. Employees can send digital feedback, complaints, or advice to a "suggestion box" email address created by company officials.

5. **Employee Satisfaction Survey:** Employee satisfaction surveys are used by businesses to determine how much employees enjoy their daily job duties, workplace culture, and the overall company. Surveys are an excellent example of upward communication because they ask employees to rate their personal experience working for the company.

4.7 DOWNWARD COMMUNICATION-MEANING AND NATURE

Downward communication occurs when information flows from a high level to a low level in an organization. In other words, downward communication occurs when superiors communicate with subordinates in a chain of command. Managers use this channel of communication to communicate work-related information to employees at lower levels. Employees need this information to do their jobs and meet their manager's expectations. It may include effectively managing the tone of the message as well as demonstrating skill in delegation to ensure the job is completed efficiently by the right person. Downward communication is the transmission of information and messages from upper-level executives to lower-level employees. This means that the communication is initiated by the highest level of management in the corporate hierarchy in order to convey orders, instructions, warnings, or responsibilities to the organization's subordinates. Downward communication assists managers in informing employees about the organization's vision, mission, goals, objectives, policies, and procedures. It can take the form of face-to-face conversation, meetings, speeches, conferences, and so on, or written communication, such as a handbook, notices, circulars, digital news display, warnings, and so on. Downward communication is defined as the formal process of disseminating information from top-level management to employees via a chain of command. The downward communication flow begins with someone at the top of the hierarchy issuing information or messages, and the next lower person in the hierarchy passes it on to those who report to the higher one.

In other words, it is an effective communication style in an organizational setting that occurs from superiors to subordinates. This flow continues down the line. For the majority of communications, the management of any organisation relies on downward communication. Effective

downward communication is critical to the success of any organisation. It aids in the establishment and dissemination of an organization's goals.

The following are the purpose of downward communication:

- 1. To give an idea:** With the help of downward communication objectives, policies, rules are explained to the subordinates by superior to give complete understanding.
- 2. To encourage:** Employees are required to be motivated to work more to achieve organizational objectives. Management has to resort to downward communication to encourage lower-level employees.
- 3. To maintain discipline:** Such communication follows the organisational hierarchy, so every section unit or department must follow the set rules or procedure. As a result discipline is ensured.
- 4. To inform job rationale:** An important objective of this type of communication is to give information regarding the rationale of the task assigned and its relation to other organisational tasks.
- 5. To explain about change:** Changes are dependent to circumstances. When there is any change in respect of plans, policies, procedures or rules etc. such are communication with explanation through downward communication.
- 6. To give direction:** To direct any assignment, job or task to the subordinates, superior makes downward communication.
- 7. Assignment of job:** To assign job according to efficiency of the workers, superior makes justification through downward communication.
- 8. To control:** Since necessary instructions are forwarded through downward communication, employees are very much aware about their task and activities. Therefore such communication can act as a control tool.
- 9. To evaluate:** Downward communication helps supervisors to evaluate works performed by the employees. Downward communication is used to inform the employees of their evaluations.

4.8 TO SUM IT UP

The relationship between the management and its employees cannot be anything but of mutual respect. The benefits of a team spirit are indeed immense and management experts have cited examples of how building a team spirit led to improved production, employee motivation, customer satisfaction and business reputation. Every organization, therefore has to have a vision. Sharing of a common vision enables the organization to learn, self-regulate and run its activities successfully, instead of being dominated by one voice at the top. Unless the corporate objectives of the business are compatible with the personal objectives of the individuals working in it, no business or organization can succeed. The subject of employee's involvement has been a topic of recurring interest in the history of employee relations all over the world.

The value of good communication between the organization and its workforce is fostering a new spirit of co-operation between shop floor and management is well understood. It is necessary that the PR identifies the goals, both internal and external which get the best out of the employee. Employee communication is the fact that the process of mutual influence takes place within an organization. With the help of verbal and/or nonverbal means, employee communication aims at receiving positive feedback which in reality is a sender/receiver vice versa activity. The policy of an employee-oriented corporate culture cannot be pursued without the total internal communication playing a prominent and decisive role.

Individuals cannot do without communication if they want to function in a way that is both motivated and motivating. Correct and thorough information is appreciated in order to be able to belong to the organization, to propagate the organization's identity and stand up for one's organization if attacked by others. Correct employee communication intensifies interest in the organization and underlines, strengthens and support its identity. The employee believes more in management actions rather than what it says or communicates. Truly nothing can harm employee commitment more than incoherent management actions seems to show that employee involvement is not of much significance, an activity apt to be sidelined in the pursuit of other short term goals.

4.9 KEY WORDS

- **Internal communications:** It is defined as an exchange of facts, ideas, and opinions of individuals or departments of an organization relating to purely inside matters. It is the transmission of information between organizational members or parts of the organization.
- **Upward communication:** It is defined as a communication process in which managers, supervisors, and directors receive information and messages about work or other things from lower level employees.
- **Downward communication:** It occurs when information flows from a high level to a low level in an organisation. Managers use this channel of communication to communicate work-related information to employees at lower levels
- **PR action plan:** The development of a vision of the future with commitment and involvement of all members of the organization.
- **Maslow model:** Motivation and Personality that secrecy, censorship, dishonesty, blocking of communication threaten all the basic needs.
- **Written media:** House journal displays/newsletters, bulletins, suggestion schemes, booklets and manuals, pamphlets, newspaper, magazines, posters, displays and exhibits.
- **Verbal and visual media:** Face to face taking, briefing sessions, training programs, public address systems, interviewing, radio and television programs, internal telephones, conducted trips, the grapevine, demonstration and sound/slide presentations.
- **Effective communication:** Effective communication within an organization necessitates the development of novel communication techniques by employees and upper management.
- **Performance or Work reports:** Performance reports in upward communication enable lower-level employees to send work reports to their superiors.
- **Focus Groups:** Focus groups are typically comprised of HR and a higher level of employees to discuss any current issues that employees in an organisation are facing.
- **Suggestion Box:** Employees can submit written feedback, complaints, and advice for review by upper management.

- **Employee Satisfaction Survey:** Employee satisfaction surveys are used by businesses to determine how much employees enjoy their daily job duties, workplace culture, and the overall company.

4.10 CHECK YOUR PROGRESS

1. What do you mean by employee communication?

2. What is the importance of employee communication in an organisation? Explain with reference.

3. How does employee communication help an organisation to attain its goal? Discuss.

4. What is PR plan? What an effective PR plan should include for better employee communication?

5. What guidelines should be followed to avoid the communication gap in an organisation?

6. Write down the tools of employee communication.

7. What do you mean by internal communication? Write down the advantages of internal communication.

8. What do you mean by upward communication? Explain different types of upward communication.

9. Explain the meaning of downward communication. Throw some light on the purpose of downward communication in an organisation.

4.11 REFERENCES

Online Reading:

<https://www.managementstudyguide.com/what-is-employee-relations.htm>

<https://www.bamboohr.com/hr-glossary/employee-relations/>

https://www.inoue-pr.com/eng/services/employees_relations/

<https://www.sciencedirect.com/science/article/abs/pii/S0363811177802142>

Online Videos:

<https://www.youtube.com/watch?v=BJFxyfNG-aE> (Hindi)

<https://www.youtube.com/watch?v=OeXWTOR2pIU>

<https://www.youtube.com/watch?v=j2WsfhSIEHI>

<https://www.youtube.com/watch?v=qqMCcWXfSSI>

<https://www.youtube.com/watch?v=XiJ9jL67vjU>

<https://www.youtube.com/watch?v=fvMD9Oc533I>

Text References:

- Employee relationship management by P.N. Singh
- Employee relations by Elizabeth Aylott
- Employee relationship management: Text and cases by D.P. Sahoo
- Employee relations: A practical approach by Elizabeth Aylott
- The dynamics of employee relations by Paul Blyton, Peter J. Turnbull
- Managing employee relations by Tony Bennett, Richard Saundry, Virginia Fisher
- Employee relations: Fairness and trust in the workplace by Cecilie Bingham

UNIT : 5

PR AND PRESS

:: STRUCTURE::

5.0 Learning Objectives

5.1 Introduction

5.2. Public Relations Vs Media Relations

5.3 The importance of media relations

5.4. Press Release

5.5. Press Conference

5.6. Backgrounder and Op-Ed and Letter to the Editor

5.7. Case study

5.8. To Sum It Up.

5.9. Key Words

5.10. Check Your Progress

5.11. References

5.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the difference between public relations and media relations
- Understand the importance of media relations
- Briefly understand press release and press conference
- Understand rural marketing

5.1 INTRODUCTION

In today's information age, the mass media plays an important role in informing people and forming opinions. "The media is both a

constituency and a conduit through which investors, suppliers, retailers, and consumers receive information about and develop images of a company," writes Argenti (2003). According to the author, the media's role as a disseminator of information to an organization's key constituencies has grown in importance over time. Magazines, television, radio, newspapers, and the Internet are examples of media. Working with journalists and media outlets to reach a larger target audience is referred to as media relations. It is about establishing and maintaining mutual understanding, goodwill, cooperation, respect, and support between a company and the media in order to communicate the company's goals, ideas, intent, achievements, policies, and other newsworthy messages. "Media relations" is defined by Supa and Zoch as "the systematic, planned, purposeful, and mutually beneficial relationship between a public relations practitioner and a mass media journalist." Organizations seek publicity in media when there is

- Launching of a new product/service
- Launching of promotional campaigns/activities
- Awards/accolades received by the organization
- Opening of new outlets
- Sponsored events
- Visit of Company dignitaries/celebrities
- Participation in social activities
- Community Engagement
- Disasters, strikes or organizational closures

Working with journalists and media outlets is referred to as media relations. Public relations is frequently confused with media relations, but this is not the case. Media relations is an important component and tool for public relations. While media relations refer to a company's or organization's relationship with journalists and the media, public relations extends that relationship to the general public. Developing effective media relations is critical because media coverage influences public opinion and image of an individual, organization, product, or service. Positive media coverage boosts the organization's reputation. The role of media relations is to educate the media about the organization, its goals, achievements, products, and services in order to pique their interest in doing a story and reaching out to the general public with a positive

message. Positive news coverage should be maximized while negative news coverage should be minimized.

Press is one of the most valuable media for the purpose of effective public relations and communication functions. In many ways, the print world is the most powerful and popular mode of projection compared to any other medium. PR takes into account, with enough reason and justification that the press leaves a good and stable impact on the mind, particularly the urban and the semi-urban areas. Like the press, PR also acts as a watchdog of the functioning of the press from outside but its job relates to advising the organization as to the best manner in which policies, programmes and activities are to be projected through the medium of the press. The PR person, as an organization oriented professional gives out information on a variety of subjects and canalizes to the press through several of the tools and techniques of communication. These are press releases, features articles, advertisements, backgrounders and face-to-face communications like personal meetings, briefings, press communications etc.

But more than knowing the techniques of getting the message to the press, it is doubly important for the PR professionals to understand the working of the press. It has been observed that many PR person make very common mistakes while dealing with the press, owing to a lack of knowledge of how newspaper function.

5.2 PUBLIC RELATIONS VS MEDIA RELATIONS

Many people conflate media relations and public relations. In practice, however, despite their close relationship, both are distinct. The art and science of connecting and communicating with various publics with whom an organization may have a relationship is known as public relations. Employees, customers, the government, industry, investors, shareholders, communities, the general public, vendors, suppliers, members, and the media are all examples of publics. The list of public may differ from one organization to the next. Media relations, on the other hand, is the interaction with reporters, journalists, and editors in print, electronic, and online media in order to communicate information about a company. Simply put, media relations is a branch of public relations that focuses on media.

Now a days it is necessary that every public relations staff, either private, government, commercial or non-commercial organizations, should possess some basic knowledge about journalism, without fundamentals of

journalism background, he may not succeed as a PR functionary. It is for this reason that many organizations prefer to select experienced hands from local and national newspapers establishments for handling PR work. If a PR man is without a background and thorough knowledge of the press, newspaper working, and structure of journalism he cannot be a successful public relations practitioner. A PR man is on the defensive while a newspaper reporter is eager to extract as much information as possible.

A PR man is on the interact with organization, its product and name to the media to build up public image and reputation. He can achieve this by means of conducting periodical press conference, sending out to press a news release either to an individual press or to a small group of press by post. It can also achieved by organizing facility to initiate press visits.

Alternatively publicity material may be sent which is a convenient method. Without the knowledge of journalism, PR men cannot organize a reception or a press conference where a Managing Director or Chairman can brief the press about the progress, achievements and future prospects of the company. He can also introduce the line managers of the company to the journalists over a cup of tea. The PR department has to handle a large number of queries from the media like press, radio, television which are to be attended with serious attention.

To prepare a press release or handouts, the PR man should possess the skills of Journalism which makes him to write in journalistic style. Establishment of personal contact with the press staff or journalists develops a report. He must often meet them over personally and contact them by telephone now and then.

Public relations and journalism are in an uneasy balancing act, relying on each other as part of a communication ecosystem. Journalism used to be the stronger player in the relationship, but as newsrooms are being cut, public relations is taking over. And this relationship may erode already shaky trust in the news. Historically, one of the most important connections for PR professionals has been with journalists. Public relations professionals rely on their journalistic connections to spread their messages, and journalists rely on PR to find interesting stories, fill quotas, and meet deadlines. According to the Public Relations Society of India, public relations professionals interact with journalists more than any other professional group.

For many years, this relationship worked because journalists had the upper hand. Journalists had a culture that made them distrustful of public

relations professionals, which aided in keeping the PR industry in check. When interacting with public relations practitioners, journalists must decide whether to pursue a story and how much of the story suggested by the PR professional is worthy of column space or broadcast time. Journalists were more likely to seek out alternative perspectives on an issue suggested by a public relations professional rather than simply publishing a news release verbatim. In exchange, public relations professionals could be reasonably confident that the coverage would be trusted. Journalism holds PR accountable by deciding what to cover and how to cover it. If public relations professionals do anything that jeopardises their relationship with news outlets, they will be unable to work effectively. However, as a result of media consolidation and the rise of social media, the relationship between PR and journalism has shifted in recent years. While this shift appears to favor PR, it has actually resulted in a decline in trust in news, which is bad for everyone. When the delicate balance between journalism and public relations is upset, we end up with a less trustworthy information ecosystem that is driven by organisational goals rather than public interest.

5.0 THE IMPORTANCE OF MEDIA RELATIONS

The media has a significant impact on how an organization or individual is perceived by the public. It serves as a bridge between an organization and its intended audience. Media Relations assists in the maintenance of positive and healthy relationships with journalists and media owners in order to obtain favorable coverage in print, online, or electronic media. Organizations gain public support in this manner because they can reach out to their target audience with positive communication. In other words, media coverage of an organization or its products or services can play a significant role in establishing a company's reputation and identity. Because the media has such a large influence on public perception and opinion, media relations is an important part of the public relations function.

- Positive news coverage has more credibility than paid advertising.
- The cost of news media coverage is significantly lower than the cost of advertising.
- Coverage in the news media provides implicit third-party endorsement of the journalist or writer, assisting in the establishment of the reputation.
- It aids in the management of negative news in the event of an adverse situation, saving the organization's reputation.

- Negative media coverage harms an organization's reputation and image.

As we all know, media relations are an important part of the Public Relations function. Effective media relations aid in the achievement of overall PR goals. For effective media relations, a variety of techniques and tools are used to reach the target audience with an accurate and effective message. The basic tools used by public relations professionals around the world are the same.

What is the role of the media in public relations?

- Media aids in message multiplication;
- Media reaches a large audience at the local, regional, national, and international levels;
- Media can draw the attention of government officials, parliamentarians/legislators, decision makers, and opinion leaders; and
- Media can influence public opinion in both positive and negative directions.

5.4 PRESS RELEASE

A press release is a formal statement intended to inform the media about something noteworthy. It is an important tool in public relations. The origins of the press release can be traced back to the dawn of modern public relations. Ivy Lee, a public relations pioneer, issued the first press release to journalists. Like any news report, it is written in the third person and inverted pyramid style. It should be brief, ideally one or two pages. A good press release addresses journalists' information needs by answering the questions 'what, who, when, where, why, and how' about the event or matter. A professional press release should include the following information:

- i. A captivating headline: The press headline should be appealing to both the journalist and the editor. It should provide a brief overview of the release's news value. Sub headlines are sometimes used to provide more information about the release.
- ii. Dateline: The first line of the press release should include the date and location of the release. As a result, the release is current and up to date. The media is not interested in a press release with an old dateline.

- iii. Introduction: The first paragraph is just as important as the headline. This must answer the questions of who, what, where, why, and when.
- iv. Body: This section should explain the specifics, background, statistics, and other information about the news. Press releases are written in an inverted pyramid format, with the most important information presented first and subsequent information presented in decreasing order of importance.
- v. Boilerplate: This is a brief paragraph about the issuing company, organization, or individual's independent background.
- vi. Close: A symbol such as '###' is used to indicate that the press release has come to an end.
- vii. Media Contact: It is critical to provide the name, phone number, email address, mailing address, and other contact information of the person who can be contacted for further media inquiries.

It is important to remember that the press release has two potential audiences: journalists and the general public. It is critical to write an effective press release. A poorly written press release may be discarded.

Here are some things to keep in mind when writing a press release.

- i. Press releases should be concise, clear, and to the point.
- ii. Avoid using jargons and specialised technical terms. If necessary, it should be thoroughly explained. The press releases must be written in a way that the average person can understand.
- iii. Facts should be included in a press release, such as events, products, services, people, targets, goals, plans, and projects. The more newsworthy the press release, the more likely it will be published in the media.
- iv. Who, what, when, where, why, and how should all be clearly stated.
- v. Grammar is essential in press releases. There should be no misspellings.
- vi. It is customarily written in the language of the newspaper. If it is intended for publication in a newspaper, the press release should be written in that language. A journalist nowadays has little time for translation. Because each state has different language media houses, it is preferable to have press releases in English as well as other languages.

- vii. Wherever possible, press releases should be accompanied by a photograph or infographic.

The next step is to send the press release to the media for publication. Most journalists nowadays prefer to communicate via email. When sending the press release via email, the headline must be included in the subject line. The press release should be included in the body of the email, not as an attachment. If an attachment is required, it should be in plain text, Rich Text Format, or word.doc format. PDF documents should be avoided. If more than one journalist's email address is required, it should be given in 'bcc' rather than 'cc'. The timing of the press release is also critical. Before sending a press release, keep the media and journalist deadlines in mind. Following the distribution of the press release, a follow-up call to the journalist increases the likelihood of media coverage.

A shifting balance

Journalism is increasingly reliant on public relations to survive. As my previous work has demonstrated, media consolidation and the social media business are putting unprecedented pressure on local news. As journalism jobs in India have dried up, many talented and trained journalism graduates and successful journalists are taking jobs in public relations to make ends meet. Simultaneously, many cash-strapped newsrooms are turning to advertorials or sponsored content to compensate for declining revenues. As a result, more of the news media is involved in disseminating PR content, which is frequently one-sided, incomplete information that benefits corporate PR clients. When important information, such as COVID-19 vaccine efficacy, is presented to the public directly from news releases, important scientific facts may be minimized or omitted from the depiction of the issue. This can erode public trust in both the news story and the organization being covered. While public relations plays a role in ensuring trust between organizations and the public, some public relations practices can lead to a decline in trust in news.

Other grey area PR tactics, such as astroturfing, direct media attention to stories that journalists might not consider newsworthy otherwise. Astroturfing is the practice of using social media to generate online grassroots support for a particular organisation or issue. News outlets frequently cover a story that appears to be gaining a lot of traction on social media. Unethical public relations firms will frequently take advantage of this fact by purchasing likes, shares, and engagements,

thereby creating fake hype for a specific product, person, or organisation that would otherwise go unnoticed.

Rethinking the relationship

Journalism isn't perfect, but finding a happy medium between PR and journalism benefits both parties. As this balance shifts in favour of public relations, the public's ability to trust news becomes more difficult. This leads to more aggressive public relations tactics, further eroding public trust. Everyone suffers a setback. There are steps that can be taken to rebalance the relationship between journalism and public relations. Journalism, including local news, must be strengthened so that journalists have the resources to refuse sponsored content and respond to PR pitches. This means that we must all play a role in paying for the journalism we value, and new funding models should be developed to assist in providing resources to smaller and independent journalism in India and elsewhere. To that end, entrepreneurship networks like Indiegraf and other opportunities for independent journalism must be supported by providing business training to journalism students, government resources to support journalism entrepreneurs, and our own habits. Journalists who are bold enough to launch their own publications require us to pay for their content via Substack, Patreon, or other subscription services. This will have a ripple effect as these journalist entrepreneurs start small businesses that will create new job opportunities for other journalists and journalism students.

5.5 PRESS CONFERENCE

A press conference, like a press release, is an important tool for media relations. It is a meeting organized to communicate the message to the media and to answer questions from journalists. It is one of the most effective methods of communicating information to a larger audience via media. The standard procedure is to convene journalists in a formal meeting, announce the message, and answer their questions. The press conference is usually led by the company's top management or a spokesperson. When there is a unique or newsworthy announcement to share, the Conference should be organized selectively. Press conferences can also be held to address public relations issues. A press conference is announced in advance by sending an advisory or news release to the media. It takes place in a formal setting, such as a hotel or office conference room. Organizing a press conference necessitates a number of critical decisions. Only journalists with relevant experience should be invited to the press conference. The person who will speak at the press

conference should be knowledgeable about the subject. The press conference should be addressed by no more than three people. The location of the press conference is critical. It should be set up in a formal manner and easily accessible to journalists. Journalists attending the press conference should be given information material which includes:

- A press release on the announcement of the conference.
- Background information about the announcement
- Statistical data and figures relevant to the announcement
- Booklets, brochures, CD etc giving more information about the company or the matter that necessitated the Press Conference
- Contact information for further query
- A writing pad and a pen or pencil

An effective Press Conference necessitates meticulous planning and execution. The first step is to decide what the press conference will be about. It should be newsworthy or of significant public interest in order for the media to cover it. The following step is to set a date, time, and location for the press conference. The date should not conflict with any other major or newsworthy event. Press conferences should be planned well in advance to allow for adequate preparation. Following that, a list of journalists who will be invited should be created. This list should include names of journalists who cover the beat and, ideally, have a good relationship with the organization or its public relations representative.

Before holding a press conference, prepare a press conference kit that includes a press release, background information, a brochure, and other materials. Choosing a spokesperson is also critical. To address the media, a senior executive of the organization or an expert on the subject should be chosen. The next step is to secure a location for the press conference. In general, a logo or product advertisement is placed behind or behind the spokesperson. Seating arrangements should be made for both the spokesperson and the invited journalists. All journalists attending the conference should be greeted by a representative of the organizer. The speaker should make an opening remark, an introduction to the topic, and highlights before opening the floor to questions. Photo opportunities and an interview with the spokesperson should be scheduled. Following the press conference, a representative should be available to confirm information and answer follow-up questions. Following the press conference, a personal thank you message should be sent to the media.

The organizers of some press conferences provide lunch or dinner as well as a token gift.

5.6 BACKGROUNDERS AND OP-ED AND LETTER TO THE EDITOR

Backgrounder

A backgrounder is a detailed piece of information about a specific issue, topic, organisation, or product. They are distributed in conjunction with the press release or included in the press kit to provide additional information. It includes statistical data, a history of the event, contact information, and technical details that may be useful to journalists. The backgrounder's goal is to answer anticipated media questions and provide information to journalists to help them complete their story. Backgrounders can also be used as talking points during a media interview. The backgrounder should be a one- to two-page document that contains all relevant information about your company, its products or services, its market, industry, and management team. It should be appealing enough to pique the interest of a reporter. The information in the backgrounder should be correct.

Op-Ed and Letter to the Editor

Op-ed is an abbreviation for "opposite the editorial page" or "opinion-editorial." OpEds are articles that appear in the newspaper's editorial section. An Op-Ed is a piece of writing that expresses one's opinion or point of view on a particular issue or topic. Letters to the editor are brief pieces of opinion written to a newspaper in response to an issue that has been covered in the publication or is of interest to its readers. Both sections of a newspaper are among the most widely read. The publication of an op-ed or letter to the editor expands the message's reach. Both are more effective than press releases. An op-ed serves several functions. It can be a policy announcement or an explanation of a policy position. It can be used to criticize a policy or practice. Op-ed allows you to express your point of view without the journalist's or editor's interpretation. It has the ability to persuade public opinion or change policy. Sometimes an op-ed becomes news in and of itself. It must contain a compelling argument or point of view that is supported by facts and statistics. Letters to editors are used for a variety of reasons. It can be sent to the media in response to a media criticism, the publication of inaccurate information, or the omission of a fact in a story. It can also be used to express dissatisfaction with specific news coverage or to highlight a specific story. It adds expert

commentary or additional information to a news story that has been published in the media. Letters to the Editor should ideally be no more than 250 words long.

The Benefits of Op-Ed and Letters to the Editor

1. The ability to express oneself without interference from the reporter or editor. There is no possibility of misquoting.
2. The most effective way to explain a complicated issue or clarify a criticism
3. If the issue is not receiving media attention, this is the best way to bring it back to life.
4. It can be published in the name of an expert, lending credibility to a third party.

5.7 CASE STUDY

The time, energy and dedication you give to an organisation for your entire life even if you are into a public sector job, the same thing can make you Ambani if you dedicate into your own enterprise. This is the mother of all businesses. No business is smaller than other. You just need to put right strategy with full of dedication. This is what 26 year old Syed Asif Hasan from Varanansi says. His story is, today, nothing less than Varun Dhawan and Anushka Sharma starrer Bollywood movie, Sui Dhaaga: Made in India. Master of Commerce from Allahabad University, Asif started weaving business with merely Rs 70,000 six years ago, now grown to an annual turnover of Rs 50 lakh with his creative idea, hard work and dedication. Interested in academics, over the period he qualified National Eligibility Test (NET), a basic criterion for teaching in a college or in a university. Besides, at the same time, he qualified SSC CPO examination and was offered sub inspector's role in the Indo Tibetan Border Police (ITBP). However, he preferred his enterprise and today employing around 50 people at his unit. In 2012, her mother said him "tauleed", means make something. After a brainstorming over few months, he reached to her mom with his idea of weaving cotton cloths for men. Her mom asked him to count the pair of cloths of his own along with his father's. The count was between 15-18 pairs each he and his father Syed Zafar Hasan had. Then, her mother asked him to count her cloths. It was around 45 pairs. The business idea was open. Who buys more? And thus, he switched to the idea of weaving cloths for men to women. He started a small weaving unit in Varanasi with buying cotton threads and raw materials from Surat. The initial challenges discouraged

him to discontinue the unit. However, with the moral support from his grandfather who runs two kilns of bricks, he continued... Today, he is weaving cotton, silk and woollen fabrics. His unit has, today, developed an expertise in weaving, dying, designing and stitching to other related works. He brought a unique combination of Banarasi Zari and Jaipuri Bandera on shawls which attracted the eye-balls of buyers. From his woven clothes, he makes kurtis, dupattas, shawls, gowns among various other apparels for women. His unit has grown to that level of exporting apparels to the markets in United Arab Emirates and Iran as well as supplying to the wholesalers in the local markets. Today, Asif participates in the fairs and exhibitions across the country for buyers' accusation while his father is looking after his manufacturing unit after his retirement from a public sector job. Representing Varanasi district at One District One Product (ODOP) pavilion in Prayagraj Kumbh Mela, within a month, he has generated a dozen of leads of big buyers from Assam, Haryana, Maharashtra, Tamil Nadu and many other states who have taken 5-6 pairs of cloths from him as samples. With them, he has done first round of talks for furthering the business.

In an era when unemployment has become a big challenge for the country, these types of entrepreneurships, cottage industries, handicrafts and handlooms can show the youth way to make their own businesses. The government's support to these small scale industries can fill a confidence among the youth which would result into a Better India tomorrow.

5.8 TO SUM IT UP

The mass media plays an important role in informing people and forming opinions. "The media is both a constituency and a conduit through which investors, suppliers, retailers, and consumers receive information about and develop images of a company. However, Public relation is frequently confused with media relations, but this is not the case. Media relation is an important component and tool for public relations. Developing effective media relations is critical because media coverage influences public opinion and image of an individual, organization, product, or service. Positive media coverage boosts the organization's reputation.

Developing effective media relations is critical because media coverage influences public opinion and image of an individual, organization, product, or service. Positive media coverage boosts the organization's reputation. The role of media relations is to educate the media about the organization, its goals, achievements, products, and services in order to

pique their interest in doing a story and reaching out to the general public with a positive message.

Journalism is increasingly reliant on public relations to survive. More of the news media is involved in disseminating PR content, which is frequently one-sided, incomplete information that benefits corporate PR clients. Public relations plays a role in ensuring trust between organizations and the public, some public relations practices can lead to a decline in trust in news while media Relations assists in the maintenance of positive and healthy relationships with journalists and media owners in order to obtain favorable coverage in print, online, or electronic media. Organizations gain public support in this manner because they can reach out to their target audience with positive communication.

5.9 KEY WORDS

- **Media advisory:** It is a written statement intended to entice the media to attend an event, usually a press conference. The goal of a media advisory, as opposed to a press release, is to notify the media about an event or occurrence that needs to be covered. It clearly states the event's date, time, and location, as well as the event's content or subject.
- **Panel Interview:** when two or more people interview an individual or organization representative.
- **Satellite Interview:** when the interviewer and interviewee are not together. Questions and answers are heard through earpieces, without seeing each other
- **The Ambush:** An unscheduled confrontational interview that occurs when suddenly catches a person organisation

5.10 QUESTIONS FOR SELF IMPROVEMENT

1. Differentiate between public relations and media relations.

2. What is the importance of media relations? Write down its functions.

3. What is the role of media in PR? Support your answer with suitable references.

4. What is press release? How it is written?

5. What do you mean by Press conference? What things are done before organising it?

6. Write a short note on the following:

- a) Backgrounder

- b) Op-Ed

c) Relationship between Journalism and PR

5.11. References

Online Reading:

<https://money.howstuffworks.com/business-communications/how-public-relations-works4.htm>

<https://www.pr.co/blog/media-relations-minus-the-press-release>

<https://www.convinceandconvert.com/social-media-strategy/revolutionize-public-relations/>

<https://www.shiftcomm.com/insights/public-relations-media-relations-whats-difference/>

<https://smallbusiness.chron.com/difference-between-press-media-relations-18111.html>

Online Videos:

<https://www.youtube.com/watch?v=tQNt0lIo4rg>

<https://www.youtube.com/watch?v=Up3sK2bPiOc> (Hindi)

<https://www.youtube.com/watch?v=O5kZvbjB2io>

https://www.youtube.com/watch?v=hFgM_xb8o5Y

https://www.youtube.com/watch?v=OOVDR_hrZWg (Hindi)

Text References:

- Media relations: Issues and strategies by Jane Johnston
- Guide to media relations by Irv Schenkler and Tony Herling
- Effective media relations; How to get results by Tomojit Bhattacharjee

UNIT: 6**PR & COMMUNICATION****:: STRUCTURE::****6.0 Learning Objectives****6.1 Introduction****6.2 Communication: concept and genesis****6.3 Process of Communication****6.4 7C's of effective communication in PR****6.5 Models of Public Relations****6.6 The Truth in Public Relations****6.7 Public Relations versus Advertising****6.8 To Sum It Up.****6.9 Key Words****6.10 Check Your Progress****6.11 References**

6.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand concept and genesis and process of communication
- Understand seven Cs of effective communication in Public relations

- Have knowledge about models of public relations
- Understand the differences between Public relations and advertising.

6.1 INTRODUCTION

Public Relations is a strategic model for communication. It is attempt by information persuasion and adjustment. One of the components of public relation is communication like journalism, philosophy etc. It is a basic tool into a system of human understanding. Unless adequately communicated the philosophy of public relations cannot be achieved. According to S.M. Cutlip, *“the communication and interpretation and the communication and ideas from an institution to its public and the communication of information, ideas and opinions from those public to the institution in a sincere effort to establish a mutuality of interest and this achieves the harmonious adjustment of an institution to its community.”*

Public Relations and communication are two inseparable parts of one discipline. Whereas communication is regarded by experts as a dynamic process of exchange of information between two persons during which a relationship develops between them, public relations is the system of making the process more effective and successful. Communication has been described as a transactional process of exchange of messages, to negotiate on certain topics and issues, to establish a mature relationship based on understanding. Public relations practitioners have a focused responsibility of managing the communication system which is driven by them for the same objective of generating relationships based on understanding and good will. As such communication plays a subordinate role to the functioning of public relations discipline.

Communication is synonymous with the practice of public relations. The objective being the same, that is, to establish understanding with the publics, communication is a unique tool that public relations wields to make it happen. If public relations succeeds in informing, persuading and influencing the public attitudes for or against a value system or bring about a change about a change in public responses, the credit for making this happen goes to public relations practitioners for creatively designing and designing and delivering the messages and thereby ensure the efficacy of communications.

Communication is the lifeline of human existence. Communications is a continuous process like breathing which is so essential to a living being

that the stoppage of it can be fatal. Similarly the process of communication if breaks down may mean a disaster. Hundreds of tragedies and wards can be attributed to the breakdown of communication.

Communication is perhaps the most importantly activity that all humans indulge in. We spend a large part of the day in communicating that doing anything else. Perhaps, a larger share of time goes to talking and listening. When people are not talking or listening, they still seem to be communicating in so many other way like reading, writing, gesturing drawing etc. or use their body to communicate ideas or moods to others. Gesturing like smelling, frowning or smiling are all forms of communication which humans adopt to carry themselves well in this world.

Communication has helped the present society to develop the ways it is and will further play its catalytic role for the future generations. The power of communication has furthered helped the civilization to organize themselves into a system of working together as groups or teams in interdependent roles. The formation of gigantic global organizations and their smooth functioning depends on the way they effectively run their communication system. Thanks to the urge of humans to communicate and communicate frequently and instantaneously the communication and information explosion has become a reality in the last part of the 20th century. The fairy tales of telepathy or communicating through sub conscious mind have come alive with the invention of Internet and mobile telephony.

6.2 COMMUNICATION: CONCEPT AND GENESIS

Communication is derived from the Latin word *Communis*, which means "common." When we communicate with someone, we try to establish some level of commonality, for example, by sharing some information, an idea, or an attitude. Thus, communication refers to the transmission or exchange of information, messages, and so on. Information and communication are two terms that are inextricably linked in the sense that communication is impossible without information.

Communication is defined by the Oxford English Dictionary as "the imparting, conveying, or exchanging of ideas and knowledge through speech, writing, or singing." It is defined as the transfer of thoughts and messages as opposed to the transportation of goods and people in the Columbia Encyclopedia of Communication.

In ordinary usage, the verb to communicate means (1) to exchange thoughts, feelings, information; (2) to make know ; (3) to make common; and (4) to have a sympathetic relationship. In the noun form; communication refer to (1) the exchange of symbols, common messages, information; (2) the process of exchange between individuals through a common system of symbols; (3) the art of expressing ideas ; and (4) the science of transmitting information.

Communication occurs when people send or receive various types of messages. Animals, like humans, communicate by transmitting and receiving messages primarily through instinct. However, man has been described as the Communicating Animal, with a variety of communication processes. Human communication is a difficult activity. When we talk, listen, read, write, watch television, or listen to the radio, we are usually unaware of its complexity.

Communication in the popular sense refers to anything from a face-to-face conversation between two people to a phone conversation or correspondence between friends. The transmission of live television programming via communication satellite, which is received by millions of people.

Oral Communication

Oral communication is a method of communication that involves the use of speech. It is distinguished by its immediacy and personal touch, which are difficult to replicate in other forms of communication. This is because both the speaker and the listener can use physical senses such as vision, hearing, and touch. To emphasise a particular point of view, create a diversion of thought, or force a decision, etc. on the listeners, tonal variations, volume of sound and its modulations, verbal expressions and the methods of rendering them, etc. Additionally, there is frequently an informal or flexible setting that allows the sender and receiver to interact with questions and answers, comments and responses. And as all these take place at a given time, there is an immediacy in response and feedback.

Audio- Visual Communication

When oral communication is combined with visuals, the message's effectiveness in reaching the communicate is increased. Television programmes that combine oral and visual communication have a greater impact on viewers, providing more credibility and precision to the subject

communicated than a mundane oral speech, formal lecture, or reading a prosaic text.

Written Communication

Written communication is another method of transmitting and receiving information. Although written communication lacks the personal touch and immediacy of oral communication, it does have its advantages. It takes a "at a distance" approach, and because of this and other characteristics that improve it, it can be far more effective than oral communication in some ways.

6.3 PROCESS OF COMMUNICATION

Communication does not take place in a haphazard manner. It is a never-ending and continuous process in which all of humanity is involved. The communication process always necessitates the presence of at least three basic elements: the Source, the Message, and the Destination.



Basic Elements of the Communication Process

Source is the point from which the message originated. As a result, it is also known as the sender or initiator of information. A source can be a person (speaking, writing, drawing, gesticulating) or a communication organisation such as a newspaper, publishing house, television station, motion picture studio, and so on.

Message may take the form of written or printed text, sound or light waves in the air, electric current impulses, or any other signal that can be meaningfully interpreted.

Destination is the message's intended recipient. A person, a group, or a mob could be the destination. The message is delivered to the recipient in the form of reading, listening, watching, and so on. The final level in the communication chain is destination. Communication is the exchange of information and the sharing of meaning between two or more people. Analyzing the communication process reveals that it is a chain with identifiable links. This process includes the following steps: sender

message, encoding, decoding, receiver, and feedback. The communication chain, like any other, is only as strong as its weakest link.

Communication Process

1. Sender: The process of communication involves two parties I e, the sender and the receiver. Sender may be individual or group of individuals or any organization, who desires to share information for a predetermined purpose or for an expected action or response. The process starts at the moment when an idea or feeling or information strikes the mind of the sender. The sender being the promoter of the process is required to have clear vision of his expectation of the communication process and the receiver.

2. Encoding: Encoding means to transform the idea into words, symbols, pictures, diagrams, gestures i.e., it is a methods to provide a concrete shape to the message. The purpose of encoding is to translate internal thought patterns into a language or code that the intending receiver of the message will probably understand. Encoding requires common media which both the sender and the receiver can understand. Because there is a need for the receiver to interpret the information in a sense which the sender transmits.

3. Message/Information: The message is the physical form of the thought which can be experienced and understood by one or more senses of the receiver. Communication process facilitates transmission of information or message in the form of word, symbols or any such media, which carries the information to the receiver. In fact, message is an idea, feeling opinion or any expression generated in the mind of the sender which he desires to convey to the receiver with a predetermined purpose.

4. Channel/Media: It is a vehicle in the transmission of a message. In this stage the message is actually sent and the information is transferred. Sender must consider all aspects: speed, cost, quick receipt, printer record, confidentiality etc, for making an intelligent decision before sending his message.

5. Receiver: The person or group, who perceives the message and attaches some meaning to the message, is the receiver. If there is no receiver, there is no communication.

6. Decoding: Decoding is translation of information received, into an understandable message to interpret it. Even the most expertly fashioned message will not accomplish its purpose unless it is understood. After physically receiving the message, the receiver must comprehend it. If the

message has been properly encoded, decoding will take place rather routinely. But perfect encoding is nearly impossible to archive in our world of many languages and cultures. The receiver's willingness to receive the message is a principal prerequisite for successful decoding.

7. Feedback: Feedback is the response to the message received by the receiver of the information, which sends back to the sender of the information. Feedback is the reversed of the communication process. Appropriate forms of feedback are determined by the same factors that govern the sender's encoding decision. Without feedback, senders have no way of knowing whether their ideas have been accurately understood. It may be noted, that in oral communication, feedback is often immediate and direct, in meeting the audience may nod or smile to show understanding and agreement.

8. Noise: Noise is not an integral part of the chain like communication process, but it may influence the process at any or all points. Noise is any interference with the normal flow of understanding from one person to another. Psychological noise consist of forces within the sender or receiver that interfere with understanding i. e., egotism, hostility, prejudices, etc.

6.4 7C'S OF EFFECTIVE COMMUNICATION IN PR

The 7 C's of effective communication will assist you in reaching your goal. These are some communication principles. They are known as the 7 C's because each of these principles begins with the letter "C."

1. Clarity
2. Correctness
3. Conciseness
4. Courtesy
5. Concreteness
6. Consideration
7. Completeness

1. **Clarity:** A message's soul is clarity. It refers to the precise transmission of ideas from the sender to the receiver. Every message should be communicated clearly. Clear thinking leads to clarity. A good message expresses the idea clearly and directly. A writer should not begin writing a message unless he knows how (what language to use) and what (central idea) he wants to say. A message written in simple, everyday language is always natural and appreciated.

2. **Correctness:** According to language experts, writing is an art form that is difficult to master. Being a good writer does not come easily. It is acquired through consistent practise and struggle. The message that is being conveyed must be correct. Correct grammar, punctuation, and spelling are examples of correctness. Even though mistakes are never intentional, they detract from the image.
3. **Conciseness:** The elegance of diction is found in its conciseness. Conciseness means being brief and comprehensive. Keep it as brief as possible. However, it should not be so brief as to be impolite. Conciseness is required for effective messages. A concise message saves both the sender and the receiver time and money.
4. **Courtesy:** The most important characteristic of the messenger is courtesy. "Everyone benefits where courtesy reigns," says an old but wise adage. Courtesy is defined as politeness. It is a respectful attitude toward others. It contributes to the development of goodwill. It is not enough to use polite expressions such as "thank you," "kindly," "we appreciate," "please," and so on; the entire letter must be courteous.
5. **Concreteness:** Concrete communication entails being specific, meaningful, and clear. Messages that are vague or general receive no response. It aids the receiver in grasping the precise idea. The use of concrete facts and figures adds to the message's authenticity.
6. **Consideration :** Consideration puts you in the position of the receiver. It entails crafting each message with the intended recipient in mind. This mode of consideration is called "you attitude".
7. **Completeness:** To achieve the desired outcome, a message must be complete. A complete message contains all of the information needed by the receiver. The receiver's reaction to an incomplete message is frequently negative. An incomplete message demonstrates the writer's carelessness and negligence.

6.5 MODELS OF PUBLIC RELATIONS

Public relations models were proposed by James E. Grunig, a well-known public relations theorist with numerous books, articles, chapters, and awards to his name. According to James E.Grunig, there are four public relations models.

Press Agency/Publicity

The P.T Barnum model is another name for the Press Agency Publicity model. The Press Agency Publicity model is based on one-way communication, with information flowing only from the sender to the receiver. The sender is unconcerned about the second party's comments, ratings, and so on. Through manipulation, public relations experts in the Press Agency publicity model enhance the organization's reputation among target audiences, stakeholders, employees, partners, investors, and all others associated with it. According to this model, organisations hire public relations experts who use arguments and reasoning to create a positive image of their brand in the minds of target audiences. They influence their potential customers by simply imposing their ideas, thoughts, creative brand stories, product USPs, and so on. Only information flows from public relations professionals to target audiences. (One sided communication)

Public Information Model

As the name implies, the public information model focuses on maintaining and improving an organization's image simply by disseminating relevant and meaningful information to the target audience/public. Public relations professionals rely on press releases, news releases, video releases, or any other recorded communication frequently directed at the media to disseminate information about their brand to the general public. For brand positioning, newsletters, brochures, and magazines with information about the organisation, its key people, products, product benefits, testimonials, and success stories are distributed at regular intervals to target audiences. In this model, public relations professionals must be creative and have a flair for writing. They should be very good at translating their ideas into meaningful words that influence customers and end-users. The public information model is also based on one-way communication, with information flowing primarily from the sender (organisation and public relations experts) to the receiver (target audience, employees, stake holders, employees, investors and so on).

Two Way Asymmetrical Model

The two-way asymmetrical public relations model is based on two-way communication between both parties, but the communication is not balanced. In this model, public relations professionals use manipulation to position their organisation and brand as a whole in the minds of their target audiences and force the public to behave the way they want them

to. Organizations in the two-way asymmetrical model of public relations do not devote much of their manpower and resources to determining the reaction of stakeholders, investors, or the general public.

Two way Symmetrical Model

A two-way symmetrical public relations model is an excellent way to improve an organization's reputation among its target audience. Public relations professionals rely on two-way communication to position their brand among end-users, according to the two-way symmetrical model. There is a free flow of information between the organisation and its stakeholders, employees, and investors, as well as vice versa. Mutual discussions and communication are used to resolve conflicts and misunderstandings. Both parties engage in two-way communication, and information flows in the desired format. Feedback from stakeholders and target audiences is also taken into account.

6.6 THE TRUTH IN PUBLIC RELATIONS

Public relations is a public communication function, and as such, its practitioners have responsibilities that speak to the greater good "whether we like it or not." The public is skeptical of the truth of what is communicated to them, and we have no right to clog up public communication channels with more untruths or half-truths. The need to tell the truth is emphasized in the codes of ethics of professional associations of public relations practitioners. So it appears that telling the truth, while frequently regarded as a casualty in the pursuit of new and better ways to disseminate messages and persuade audiences, is an important aspect of ethical public relations. The challenge in public relations is defining what the truth is.

A public relations researcher at Florida International University attempted to do just that. He wanted to figure out where to draw that line in a very hazy area by polling public relations educators on what constitutes truthful communication in public relations practise.

First, the PR educators polled clearly defined lying as when PR practitioners make factual declarations they know to be false. Being deceptive or evasive, on the other hand, is a different story. The motivation for withholding information appears to be the key to truth telling in public relations, "much like that little white lie about your friend's awful sweater that we discussed earlier. "In one case, it appears that telling the whole truth is not the most ethical course of action. If telling the truth outright is likely to harm one or more publics, it appears

that avoiding full disclosure is probably more ethical. After all, one of the first ethical principles in any situation is to do no harm. However, in many cases, a judgement call is required, and it is the application of such judgement that calls the decision-ethics maker's into question.

It's a familiar concept when a company issues a statement in response to bad news: "They're just saying that to improve their PR." When businesses implement crisis communication plans and seek damage control, the public is generally sceptical. Perhaps this scepticism is reaching a peak now that terms like "alternative facts" and "false news" are being thrown around in the media. As a result, whether it is to mitigate negative publicity or simply to broadcast their offerings, companies seeking credibility have their work cut out for them.

Where to draw the line between fact and fiction in a company's messaging is a source of contention among public relations agencies. Ethically, public relations firms have a responsibility to work hard and promote the ideas and positions directed by their clients. Simultaneously, businesses owe it to the public not to broadcast falsehoods, lies, or dubious claims. To the client's benefit and the PR firm's safety, it is sometimes necessary to push back and explain why certain aspects of a company's message should not be promoted. In the company narrative, you should be able to find common ground that does not jeopardise your ethics.

Truth has become a valuable commodity in marketing and public relations as a result of this age of cynicism. It's no secret that when customers believe they are being treated fairly, they become more loyal to the brand. How well a company responds to a crisis and how honest it is with the public can determine whether it is still in business at the start of the next quarter. Of course, the most difficult challenge in accomplishing this is convincing your target audience that you are being genuine. That's where a solid public relations strategy and advanced crisis communication planning can come in handy.

6.7 PUBLIC RELATIONS VERSUS ADVERTISING

Advertising and public relations both help to build brands and communicate with target audiences. The most fundamental distinction is that advertising space is purchased, whereas public relations results are earned by providing information to the media in the form of press releases and pitches. You must, for example, purchase online banner ad space, but you can pitch a story to a news outlet. There's also 'owned'

media, which is the content you create for your website or the photos and videos you post on social media.

Let's get down to business and look at some of the other factors that distinguish these two marketing avenues:

1. **Target:** While businesses and organisations create advertisements that primarily target potential customers, public relations professionals hope to cast a wider net. Internal or external audiences can be reached through public relations. Employees, investors, customers, the media, legislators, and others are examples. There is also a new category called influencers, which refers to people who have many personal connections, such as celebrities or politicians, or who have a large social media following.
2. **Goals & Objectives:** While businesses and organisations create advertisements that primarily target potential customers, public relations professionals hope to cast a wider net. Internal or external audiences can be reached through public relations. Employees, investors, customers, the media, legislators, and others are examples. There is also a new category called influencers, which refers to people who have many personal connections, such as celebrities or politicians, or who have a large social media following.
3. **Control:** When you buy an advertisement, you get to choose how it will look, what it will say, where it will appear, and when it will run. The amount of exposure your ad receives is largely determined by the amount of money you have to spend. You have less control when it comes to public relations, specifically working with the media. The media determines how and whether your information is presented in the news.
4. **Strategy:** Advertising has a more immediate goal in mind. To increase sales, ad copy is tailored to specific buying seasons (think holiday shopping), promoting a new product, or promoting special deals. PR professionals are always looking at the big picture, delivering meaningful information about their brand in order to build a loyal and sustainable base of "brand fans," which includes consumers and other stakeholders.
5. **Credibility:** Consumers do not believe everything they see in advertisements. Why? Because whoever pays for the advertisement has complete control over what it says. They're not going to say, "Our product is likely to break within a year," even

if it is possible. Messages are far more credible when they are communicated by a trusted third party, the media, through PR. Advertising has a more immediate goal in mind. To increase sales, ad copy is tailored to specific buying seasons (think holiday shopping), promoting a new product, or promoting special deals. PR professionals are always looking at the big picture, delivering meaningful information about their brand in order to build a loyal and sustainable base of "brand fans," which includes consumers and other stakeholders.

6.8 TO SUM IT UP

Public Relations and communication are two inseparable parts of one discipline. Whereas communication is regarded by experts as a dynamic process of exchange of information between two persons during which a relationship develops between them, public relations is the system of making the process more effective and successful. Communication has been described as a transactional process of exchange of messages, to negotiate on certain topics and issues, to establish a mature relationship based on understanding. Public relations practitioners have a focused responsibility of managing the communication system which is driven by them for the same objective of generating relationships based on understanding and good will.

Communication is the lifeline of human existence. Communications is a continuous process like breathing which is so essential to a living being that the stoppage of it can be fatal. It is synonymous with the practice of public relations. The objective being the same, that is, to establish understanding with the public, communication is a unique tool that public relation yields to make it happen. If public relations succeeds in informing, persuading and influencing the public attitudes for or against a value system or bring about a change about a change in public responses, the credit for making this happen goes to public relations practitioners for creatively designing and designing and delivering the messages and thereby ensure the efficacy of communications. Perhaps it is the most important activity that all humans indulge in. Communication does not take place in a haphazard manner. It is a never-ending and continuous process in which all of humanity is involved. The communication process always necessitates the presence of at least three basic elements: the Source, the Message, and the Destination.

The power of communication has furthered helped the civilization to organize themselves into a system of working together as groups or teams

in interdependent roles. It has helped the present society to develop the ways it is and will further play its catalytic role for the future generations. The formation of gigantic global organizations and their smooth functioning depends on the way they effectively run their communication system.

6.9 KEY WORDS

- **Communication:** It is derived from the Latin word *Communis*, which means "common." It refers to the transmission or exchange of information, messages.
- **Oral communication:** It is a method of communication that involves the use of speech. It is distinguished by its immediacy and personal touch, which are difficult to replicate in other forms of communication.
- **Audio- Visual Communication:** When oral communication is combined with visuals, the message's effectiveness in reaching the communicatee is increased.
- **Written communication:** It is another method of transmitting and receiving information. It takes a "at a distance" approach, and because of this and other characteristics that improve it, it can be far more effective than oral communication in some ways.
- **Source:** It is the point from which the message originated. As a result, it is also known as the sender or initiator of information. A source can be a person or a communication organisation such as a newspaper, publishing house.
- **Message:** It may be in the form of written or printed text, sound or light waves in the air, electric current impulses, or any other signal that can be meaningfully interpreted
- **Destination:** A person, a group, or a mob could be the destination. The message is delivered to the recipient in the form of reading, listening, watching, and so on. The final level in the communication chain is destination.
- **Sender:** Sender may be individual or group of individuals or any organization, who desires to share information for a predetermined purpose or for an expected action or response.
- **Encoding:** Encoding means to transform the idea into words, symbols, pictures, diagrams, gestures i.e., it is a methods to provide a concrete shape to the message.

- **Message/Information:** The message is the physical form of the thought which can be experienced and understood by one or more senses of the receiver.
- **Channel/Medium:** It is a vehicle in the transmission of a message. In this stage the message is actually sent and the information is transferred.
- **Receiver:** The person or group, who perceives the message and attaches some meaning to the message, is the receiver. If there is no receiver, there is no communication.
- **Decoding:** Decoding is translation of information received, into an understandable message to interpret it.
- **Feedback:** Feedback is the response to the message received by the receiver of the information, which sends back to the sender of the information
- **Noise:** Noise is any interference with the normal flow of understanding from one person to another.

6.10 CHECK YOUR PROGRESS

1. What do you mean by Communication? State the importance of communication in public sector.

2. Explain the process of communication with brief explanation of each element. Support your answer with suitable references.

3. Elaborate the 7 Cs of effective communication. Also, state their importance.

-
-
4. Explain any two models of communication. Support your answer with relevant references.

5. Distinguish between advertising and public relations while stating the factors.

6.11 REFERENCES

Online Reading:

<https://pracademy.co.uk/insights/public-relations-as-communication-management/>

<https://www.managementstudyguide.com/communication-and-public-relations.htm>

<https://prescriptionpr.com/communication-important-pr/>

https://apps.prsa.org/Intelligence/BusinessCase/Communicating_Public_Relations_Value

<https://www.forbes.com/sites/robertwynne/2016/01/21/five-things-everyone-should-know-about-public-relations/?sh=2f6832f42a2c>

<https://www.sjsu.edu/ajeep/docs/IntroToPR.pdf>

Online Videos:

<https://www.youtube.com/watch?v=pIOG0iQyq5Q>

https://www.youtube.com/watch?v=OOVDR_hrZWg (Hindi)

<https://www.youtube.com/watch?v=coIP5Xa3GmM>

<https://www.youtube.com/watch?v=u9KSZVggBjc>

Text References:

- Public relations and communications management by Krishnamurthy Sriramesh, Ansgar Zerfass, Jeong- Nam Kim.
- Public relations in India: New tasks and responsibilities by J.V. Vilanilam
- Handbook of Public relations in India by D.S. Mehta
- New media in Public relations: The evolving scenario of India by Tomojit Bhattacharjee
- Public relations in India by Vijay Kumar
- Social sector communication in India: Concept, Practices and Case studies by Jaishri Jethwaney

UNIT : 7**PUBLIC RELATIONS WRITINGS****:: STRUCTURE::****7.0 Learning Objectives****7.1 Introduction****7.2 Purpose of PR Writing****7.3 Punctuation and Spelling, Grammar and Usage****7.4 Press Release****7.5 What makes good press release?****7.6 PR and Business Writing****7.7 Speech Writing- From Pen to Lips****7.7 Speech Writing- From Pen to Lips****7.9 Check Your Progress****7.10 References**

7.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand concept and nature of Public relations writings.
- Understand the language and grammar usage.
- Understand press release in detail
- Understand business and speech writing.

7.1 INTRODUCTION

PR involves writing and by all consideration writing is foundation of good public relations. But PR writing must be able to captivate and persuade and has to be interesting and lively. The digital age has drastically altered the demands placed on public relations professionals and the manner in which they perform their duties. Indeed, it is not an exaggeration to say that the digital age has fundamentally altered the nature of the public relations profession. The media now fragmented into thousands of communication channels, high-level public relations advice and planning are more critical than ever before, as companies, product marketers, and organizations all compete to develop, enhance, and project positive public images. Effective public relations writing forms the core of nimble, innovative marketing made possible by digital technology. Today, businesses and non-profit organizations use digital communications, as well as traditional PR tools, to reach target audiences, communicate with customers, and expand audiences. E-mail, Web sites, digital newsletters, blogs, viral marketing, search engines, live conference calls, RSS, and podcasting are just some of the tools now available to PR professionals. And almost every communications effort requires writing.

Mass communications broadcast and basic cable television, radio, newspapers, and major magazines still reach vast audiences, but not as vast as in the recent past and not as reliably. The media that can cover your company's story now include hundreds of niche cable channels, high-definition split-offs of radio stations, thousands of online publications, and millions of blogs. Neither a few well-placed advertisements nor even a comprehensive, multimillion-dollar advertising campaign in broadcast and print can dependably reach the majority of consumers these days. Finding conventional advertising less effective, companies increasingly are turning to public relations for new ideas. Companies are experimenting and diversifying their approaches to reach niche audiences, and they are using public relations to achieve their communications goals. Computers, the Internet, e-mail, broadband, and wireless all increase the ease and decrease the cost of researching, writing, publishing, printing, and, especially, distributing written materials, as well as producing graphics, short videos, audio downloads from the Internet, and multimedia presentations. Public relations professionals have found themselves on a sharp learning curve as they discover more uses for digital tools. The first challenge of the digital age was learning to save money and eliminate time-intensive, repetitive tasks

such as stuffing envelopes with press releases or faxing them to a hundred media outlets one by one by one. The next challenge of digital Public Relations revolution is discovering how to go beyond saving time and money to create new methods of communicating effectively with customers, employees, investors, media, and the general public. Creativity and public relations training, combined with people skills and computer savvy, have enabled new ways of communicating a company's image, or a product's benefits, or an organization's community goals. The demands of this stage are to harness the potential of e-mail, interactive communications, handheld devices, the convergence of computers with telephones, television, and digital music players to communicate "personally" with hundreds, thousands, or potentially millions at a time. You may be writing for a company Web site, a blog, a social Web site, a live chat, or the PR war room of a large company facing a public relations crisis. In every case, clear, persuasive written communication, the stock in trade of the public relations writer, is the core skill that can be leveraged by each new technology and technique.

Whether you are writing for newspapers, broadcast outlets, books, or public relations purposes, the basics of good expository writing remain the same and never go out of date:

- Clarity
- Accuracy
- Vividness
- Aptness of details, examples, and quotations
- Correct grammar
- A clear, varied style

The digital age, however, has put new pressure on the media, and therefore on public relations, for speedy responses and on companies for accessibility and forthrightness.

7.2 PURPOSE OF PR WRITING

Most companies underestimate the need for communication and WHAT the chosen publics are to be told, WHY the communication effort is important to the stakeholders and HOW they will be affected by it are matters of utmost concern for PR and the management.

The potential for organizational performance will be realized when people, business process and technological are addressed in conjunction by PR writing skills. In any case, the essential purposes of PR writing are:

- To establish identity and to build the image of the organizational, its people as well its products and services.
- To educate the market about the activities of organization and its contribution to the benefit of the society.
- To improve dealer and customer relations.
- To receive information and send information to various publics.
- To condition the environment, primarily the range of stakeholders and the employees for a change or a set of changes about to take place.
- To gain credit for achievement and fulfill sense of accomplishment.

The Fundamentals

Major aspects of good writing are:

- i. Vocabulary
- ii. Grammar
- iii. Punctuation
- iv. Spelling
- v. Usage

These are the tools of languages and the writing should too able to accomplish the objectives of communication. Ask the question every time: is it sufficient and appropriate to meet the needs? The problems are: excessive wordiness, poor grammar, bas sentence structure, defective organization and a verbiage jungle. All these lead to inaccurate communication.

The important attributes of a written communication are largely the same as an effective oral presentation. It must be attention getting, meaningful, memorable, persuasive and balanced. An additional quality is that it must be readable. Readability means the ability to read the matter easily and reasonably quickly. It creates a feeling as if the writer is speaking to the reader. Any good PR writing, even if the writer is speaking to the reader. Any good PR writing, even if it is a drab and dull issue like the local drainage system, should carry interest and anticipation in the mind of the reader.

Your vocabularies are the raw material which is essentially the words of expression. Like a carpenter making furniture with the right kind of wood, you have to use the words with the right kind of texture and quality which are suitable to convey the ideas. As a writer, one has to know the written vocabulary is larger than the spoken vocabulary. However memorizing long lists of words may result in frustration and actually may not be very useful. One should try to improve one's vocabulary as one improves knowledge of the language. A few tips here can be useful:

- Keep words plain and simple rather than using long words or elaborate phrases.
- Learn synonyms and antonyms. In any writing, if the same word comes up too often, use appropriate synonyms to ensure variety and readability. Consult dictionary as part of your habit.
- Read well written books, periodicals and newspaper. Go beyond the information content and note sophisticated vocabularies and grammatical constructions.
- Review your vocabulary word notebook often. Repetition will help you to remember the exact meaning of unfamiliar words.
- As a PR person, you will need to become a student of language as well as a student of people. You have to select words that the reader will understand.
- Whenever writing to a diverse group of people, adapt your writing to the lowest level in the chain of receivers to your message. People at all levels will thus be able to grasp the meaning and the content of your communication.
- Use familiar words as you would normally go for in face to face communication. Again because short words communicate better than long ones, use them more in your writing.
- Many technical and professional words tend to become a part of your working vocabulary. A heavy proportion of such words only confuses the reader, adding to the difficulty of comprehension. When writing to a fellow professional you may use such expression moderately. In writing to general audiences write in layperson language only.
- Try to enliven your words with vitality and imagination. Follow this advisory to bring your writing to life with words: i. use strong and vigorous words over dull and weak words, ii. Use the concrete words which give clear meanings in the reader's mind, iii. Use active over passive expressions, iv. Use verbs which are not camouflaged into a noun form.

- Remember all these rules are general in nature and there may be plenty of exceptions. For example, in many cases passive expressions are preferable in certain situations. Passive is better when the doer of the action is not important to the message or when the doer is not known.

7.3 PUNCTUATION AND SPELLING, GRAMMAR AND USAGE

Punctuation and Spelling

A speaker may not be concerned with punctuation or spelling. An author of a written communication must be extremely sensitive about these two factors of good writing. Correct use is important because punctuation can affect the meaning of a sentence. Moreover, punctuation can affect the meaning of a sentence. Moreover punctuation is a helpful guide for the reader through the text. It adds to a written communication what vocal cues does to a spoken one: pauses, emphases and subtle shifts in pace and tone. Similarly, spelling errors are unpardonable in PR writing. And spelling mistakes are not only obvious to readers, they create an extremely low esteem for the writer in their minds.

Grammar and Usage

A writer is concerned with grammar as a speaker is, if not, the audience will feel that the presenter is poorly educated or careless with language. Incorrect grammar has a more disastrous effect in a written message in as much as that in vocal situations it might not be so noticeable. It is not so in writing. However many a writing involves more than simple grammar. It is concerned with style and the customary practice in the use of language. We must be able to appreciate the changing nature of language and uses in various contexts. We should know the range of new words and apply them for easy comprehension by the reader. To illustrate the point the new Oxford Dictionary contains hundreds of new words from Hindi and other Indian regional languages. Words like Guru, Mantra, bandh, Gherao, Rail Roko, Lathicharge etc are of common use in English today.

In grammar and usage, we must choose the clearest, most concise and best stated expressions. In many cases, several possible alternatives may be found, but one choice can be better than the other, because it is stylistically acceptable.

It would be difficult to codify all the rules and grammar, punctuation, spelling and abbreviations, capitalization, choice of vocabulary etc. These are governed by many rules as well as exceptions to the rules. A professional writer should have on hand a good grammar handbook and a comprehensive dictionary. In recent times, computer software has been developed that checks writing for correctness and also for principles of style. Whenever in doubt, find out.

7.4 PRESS RELEASE

Social media has drastically altered communication. Great pop culture moments have occurred as a result of these platforms, and political revolutions have begun as a result of people coming together on them. With businesses still trying to figure out how to best leverage the power of social media platforms, one of the most well-known marketing tools has evolved from its original purpose. When it comes to promoting a company and its products or services, the press release is more important than ever. Although press releases have evolved significantly over time, particularly since companies realised the importance of digital marketing, they are still extremely useful and beneficial. A press release can be used to announce the launch of a new product or service because it is simple to distribute to all major search engines and social media platforms, as well as journalists and news outlets, allowing the company to reach a larger audience. Furthermore, because it is simple to create, publish, and distribute a press release, businesses can easily send out multiple press releases when necessary. Prior to the internet, press releases were only sent to journalists, and if they were deemed inadequate by the newspaper, they were never published. Even if a journalist does not believe that a press release will benefit the media outlet, it can still be published and generate more interest from the public on social media. Press releases are no longer just used to announce new products or services; they are also used to improve search engine optimization, which can help companies connect with investors, employees, customers, and other target demographics who are interested in the business or its solutions.

Digital press releases allow the publisher to include many additional features, such as hyperlinks to other company webpages right in the press release. Furthermore, businesses tend to use very specific keywords when discussing their products, and including keywords related to the company means the press release can be even more optimized for search engine results pages. Furthermore, press releases are used as a tool for direct communication, allowing companies to easily deliver messages to the public and their target audience without having to go through other

channels, and they are also viewed as a permanent piece of a company's public record. Because it is so easily accessible, people will be able to find it and read it again in the future. Finally, another great advantage of press releases these days is their potential to go viral, especially because they're easily accessible via any device that can connect to the internet, which means they can generate a lot of buzz. Because a press release can provide numerous benefits to any business and is a powerful marketing tool, public relations professionals must understand how to use them strategically. A press release is a condensed article that highlights something newsworthy or interesting about a company or organization. It is written in the style of a newspaper. Although press releases are effective, they have a limited lifespan. They only give you a limited amount of time before their impact fades. The trick is to send them to the appropriate places. If you do this, you might get a phone call asking for an interview. That would be a fantastic result for both your company and your website. A press release could help get your company's name out there for free.

ELEMENTS OF A PRESS RELEASE

Headline

Remember that in order to get someone to read your press release, you must first "capture their attention." In short, the headline serves as a beacon to guide the reader. It must be extremely capable of piquing people's interest. Of course, it should be in bold type, and the font should be larger than the body text. A maximum of 80-125 characters should be allowed. Except for "a," "an," "the," and words with three or fewer characters, all words should be capitalized.

First Paragraph

Most journalists are aware that the five W's comprise the basic format of a press release. Any news story must include information about who, when, what, where, and why. These facts are included in a news story in a concise and clear manner. Although many reporters will include the five W's in the first few paragraphs to make room for a catchy lead, it is best to include them all in the first paragraph and up front in your press release. A press release is a brief news story written by a public relations professional and distributed to specific members of the media. It contains all of the necessary information for a journalist to create their own story.

7.5 WHAT MAKES GOOD PRESS RELEASE?

- **Usefulness**

A press release's content must be interesting, informative, and entertaining. It is necessary to consider what outcomes should be generated from a given press release, as well as what actions should be encouraged, for example, to garner attention and awareness. It is preferable to include a link to additional information. It should be a 'no follow' link to avoid violating Google's Webmaster Guidelines.

- **Straightforward writing**

Any press release should include the five 'w's (who, what, when, where, and why). Jargon should be avoided. This technique increases credibility and efficiently communicates information, allowing the reader to grasp the message quickly. For example, 'data management' at scale means nothing to people who are unfamiliar with data analytics.

- **Scannable**

Because readers do not have much time to read press releases, they must be scannable. That means using bold letters, pull quotes, underlining, sidebars, bullet points, and other elements that allow you to scan the page rather than read it from beginning to end.

- **Use a little fizz**

An eye-catching quote, an important statistic, or a one-sentence paragraph can all add zing to a press release. The writing's fiery blazes make it memorable.

- **A press release and a search release**

A press release can be converted into a search release after it is published online. Check that it can be easily found using Google and corporate search engines. Optimize the content by including keywords and links.

- **Alternative formats**

A press release can take several forms. A press release, for example, can take the form of bullet points, infographics, podcasts, SMS, cartoons, or poetry. The variety of formats also has an impact on the quality and quantity of media coverage.

- **Eye-catching headlines**

Strong language can also be used to paint a picture and add zing. It is preferable to start with a story and then come up with a headline. Alliteration in a headline can also make it more appealing. 'Grey geese and green fields,' for example. When writing a press release, pique the reader's interest by asking questions such as "Why should anyone care?" and "Would I read this?"

- **Add tweets**

Including tweets in a press release adds colour. It also provides context. This additional boost will help a release reach a larger audience, making it appear worthwhile to discuss. A relevant tweet may demonstrate to readers that they are understood.

- **Include images**

Include images to help tell your story. Images of high quality attract attention. According to studies, a press release with an image is 7 times more likely to be read than one without one. However, it is critical that a company that uses one in a release has the rights to that image. Use relevant and eye-catching images rather than generic stock photos.

10 best practices for writing a press release

Newsworthy

Is the topic of your press release really newsworthy? To be newsworthy, it should, of course, be "new". Ask yourself what you are doing in your company that is new. Perhaps, you have undertaken new research. What the media really loves is reports of things that are the fastest, biggest, smallest, and exciting. If you don't want your press releases to end up in a trash folder of a reporter, you should write about major announcements such as new products or services, special events or recognitions. You should include all these newsworthy claims and back up each of them.

Concise

A press release should be only one page. It certainly must never go over two pages in length.

Be personal

Communicate your key messages in a dynamic way. A quotation might be a good way to accomplish this. Most importantly, you should sound excited or thrilled about what your company is doing. Don't bother to

write a press release that is not about something very interesting, new, or exciting. It won't be read if it isn't.

Email

If you send out a press release in the form of an email, it must be in the email main body. An attachment of a word document will not be opened by the media.

Be factual and clear

A press release is not a competition in prose writing. It is far more important to be clear, factual and informative. In any case, you should avoid 'fluffy language' in the main body.

No sales pitch

A press release must be to inform the public about an event that is newsworthy. Its purpose is not to advertise a product even though that would be a great byproduct.

Be wise

Your press release topic should be chosen wisely. In order to develop a good name and reputation, strong stories should be chosen. Publish rubbish and your reputation goes down the drain.

Optimize

It is important to know how to write a press release that is powerfully optimized. A press release that is optimized can drive lots of targeted traffic to your website, and a number of back links will lead to both an increased page rank and many top ten search engine rankings for your keywords. In order to optimize, you should use some of your keywords in the first and last paragraphs. Keyword saturation should be about 2 to 5% exposure throughout the press release.

Contact details

You should always be sure to put your contact details at the bottom of a press release. The contact details should include your full name, telephone number, email and mobile address. It is for your benefit for a reporter to reach you easily when interested in your press release.

Proof

By all means, proofreading is essential to any press release. There is nothing worse than a submission chock full of grammatical errors. If you aren't confident in your ability to proof, get someone who is to proof it.

7.6 PR AND BUSINESS WRITING

Understandably, the primary objective for any business correspondence or other forms of business writing is to fulfill the need to communicate. And interestingly business organizations have come to realize and appreciate that there is another may be equally important, objective for many of the business writings. That is, to achieve public relations goals.

With the advancement of public relations as an inseparable component of the business process, the value of PR in the success of an organization is now well understood. The success is further determined by the public perceptions of the organization, the more successful the organization is likely to be. The purpose of saying all this is to bring to attention this important area of overall concern. All business writings, simple day-to-day correspondence to financial and hardcore business communication, should aim towards getting the best possible public relations benefit from all areas of business interest. However, the specific objective of such writing will determine the technique one should use in its preparation.

First of all from the PR perspective, a high standard is too maintained in all communications with the outside world. For example, a business letter is known to be an ambassador of a company, so a good first impression is essential. It acts both in the eye and in the mind of the reader. Early writers of business letters had adopted an unnatural, stiff style of writing. There was no warmth or friendliness in their writing. Now, thankfully, that detached, non-personal approach to letter writing is not used. But, as we know, habits die hard. We give below a host of specimens which many business people use even today. Modern day executives and PR professionals have to join forces to eliminate the old language of business and set new standards of good business writing.

Examples of Faded Expressions in Business Letters (short, correct forms also given)

Not to Use Cluttered Phrases

Use Familiar Words

Along the lines of

Like

Seldom ever

Seldom

Have got to

Must

For the reason that

For

In the meantime

Meanwhile

With a view to

To

In the near future

soon

In accordance with your
instructions

As instructed

No (Long words)

Yes(short and simple)

At present

Now

Have a discussion

Discuss

Hold a meeting

Meet

Consensus of opinion

Opinion

Enclosed please find herewith

I/we suggest

Seldom ever

Seldom

Have got to

Must

I deem it advisable

I/We suggest

Kindly advise me at an early date

Please let me know soon

No (Passive)

Yes (Active)

7.7 SPEECH WRITING- FROM PEN TO LIPS

In an age dominated by digital communications, public speaking remains a powerful tool to inform or persuade a group of people. It is an effective way to gain recognition and show leadership in one's company, community, or profession. In fact, public speeches often help set policy and act as a catalyst for action. Good speeches are provocative and memorable; they should also be easily understood and moving. The best speeches gain a life well beyond their moment of delivery by influencing the audience, whether their purpose is to inspire, motivate, or encourage thought. Each speech should fit the personality of the speaker, the occasion of the speech, and the composition of the audience. A speech has to give the audience confidence in the speaker. A speech allows the speaker to be accessible and make an emotional connection with the audience; it is a chance to be more than just a corporate officer or political figurehead. Every day, hundreds of speeches are given at a wide variety of events from groundbreaking ceremonies, meetings to award dinners, congressional sessions, and graduations. Public speaking is certainly not confined to politicians. Executives are also frequently called on to make speeches that offer prime opportunities for positioning them and their company as leaders in the industry or the community. Usually the public relations writer drafts the text of a speech. Very often, however, public relations generalists are also asked to write speeches. Whether it is one's exclusive specialty or only an occasional assignment, speech writing usually involves the writer with top management, major policy, and behind-the-scenes decisions. In addition to in-depth research, speechwriting can require traveling to investigate or report on a subject or to be on the scene where the speech will be delivered in case there are last-minute changes. Most executives are not professionally trained public speakers, and for some, the very mention of a speech makes them nervous. Many speechwriters have their own share of anxiety when it comes to preparing the speech. The better the preparation, however, the less hazardous the whole process will be for the writer and the speaker alike. Ad-libbing doesn't work. Each year during the Academy Awards ceremony, we see seasoned actors go to pieces and stumble through acceptance speeches that are not scripted for them. The old show business saying, "If it isn't on the page, it isn't on the stage," summarizes the need for ample research, preparation, and rehearsal as safeguards to successful speeches.

7.8 TO SUM IT UP

Today, businesses and non-profit organizations use digital communications, as well as traditional PR tools, to reach target audiences, communicate with customers, and expand audiences. E-mail, Web sites, digital newsletters, blogs, viral marketing, search engines, live conference calls, RSS, and podcasting are just some of the tools now available to PR professionals. And almost every communications effort requires writing.

Social media has drastically altered communication. Great pop culture moments have occurred as a result of these platforms, and political revolutions have begun as a result of people coming together on them. When it comes to promoting a company and its products or services, the press release is more important than ever. Although press releases have evolved significantly over the time. All business writings, simple day-to-day correspondence to financial and hardcore business communication, should aim towards getting the best possible public relations benefit from all areas of business interest. However, the specific objective of such writing will determine the technique one should use in its preparation.

However, in an age dominated by digital communications, public speaking remains a powerful tool to inform or persuade a group of people. It is an effective way to gain recognition and show leadership. A speech allows the speaker to be accessible and make an emotional connection with the audience. Many speechwriters have their own share of anxiety when it comes to preparing the speech. The better the preparation, however, the less hazardous the whole process will be for the writer and the speaker alike. The old show business saying, “If it isn’t on the page, it isn’t on the stage,” summarizes the need for ample research, preparation, and rehearsal as safeguards to successful speeches.

7.9 CHECK YOUR PROGRESS

1. What do you mean by Press writing? What is the purpose of the same?

2. What are key elements to keep in mind while writing?

3. Write down the importance of effective and efficient language with references.

4. "PR Writing has changed in digital era". Write a short note.

5. What is Press release? Write down the elements of press release.

6. What is Business writing? Explain briefly.

7.10 REFERENCES

Online Reading:

<https://www.pnewsonline.com/7-Essential-Elements-of-Effective-PR-Writing>

<https://blogs.uoregon.edu/allenhallpr/2016/11/21/5-essential-writing-tips-for-a-public-relations-professiona/>

<https://www.teamlewis.com/magazine/how-to-improve-your-pr-writing/>

<https://psu.pb.unizin.org/comm370/chapter/chapter-7-public-relations-writing-basics-lessons/>

<https://prowly.com/magazine/10-essential-elements-of-effective-pr-writing/>

Online Videos:

<https://www.youtube.com/watch?v=NQc078x6GVE>

<https://www.youtube.com/watch?v=dgfC7-IzGmo>

<https://www.youtube.com/watch?v=aKbSt1c9r6k>

<https://www.youtube.com/watch?v=1tcTeA8n6iM>

<https://www.youtube.com/watch?v=SJMI5X-9DdY> (Hindi)

<https://www.youtube.com/watch?v=kHJeZhXBJxc>

Text References:

Public relations writing: Principles in practice by Donald Treadwell and Jill B. Treadwell

Public relations writing: Strategies and structures by Doug Newsom and Jim Haynes

The Public relations writer's handbook by Whitney Lehmann

Global writing for public relations by Arhlene A. Flowers

UNIT : 8

**CORPORATE PUBLIC
RELATIONS**

:: STRUCTURE::

8.0 Learning Objectives

8.1 Introduction

8.2 The “corporate communication” perspective

8.3 Key tasks of corporate communication

8.4 Tools of corporate communication

8.5 Corporate Reputations

8.6 Corporate Identities

8.7 What are reputation platforms?

8.8 To Sum It Up

8.9 Key Words

8.10. Check Your Progress

8.11. References

8.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the concept and perspective of corporate communications.
- Understand about tools of corporate communications.
- Understand corporate reputations.
- Understand corporate identities
- Understand about reputation platforms

8.1 INTRODUCTION

To put in simple terms, corporate public relations seeks to project the image and the identity of the organization. Image itself is a product of the public mind based on the objective facts and figures as well as on subjective impressions and feelings. Organizations are networks of people who interact with one another. Communications flow vertically and horizontally, internally and externally, formally and informally, connecting employees internally to each other, to various layers of management, and to the organization's many external resource holders. Not all communications in an organization are work-related, nor are they always relevant to achieving organizational goals. All communications, however, influence participants' and observers' perceptions of the organization and its activities, thereby affecting the organization's image, brand, and reputation. Within organizations, there are three major clusters of task-related communication activity. Management communications, marketing communications, and organizational communications are the most common types.

The most strategic cluster is "management communications," which refers to communications between the organization's management level and its internal and external audiences. All employees with authority over the acquisition and retention of key resources in the company are included in the management level. In other words, it includes not only senior management but also various levels of business unit and department managers throughout the organization. Executive speeches, for example, are one type of strategic communication that managers use to reach both internal and external audiences. When senior executives speak at conferences or lobby legislators on important issues, they are clearly presenting a personalized view of the organization to powerful constituencies, influencing the public debate as well as contributing to it. Organizations rely heavily on marketing communications and organizational communications specialists to support management communications. Most organizations spend the majority of their budgets on marketing communications, which include product advertising, direct

mail, personal selling, and sponsorship activities. They are aided to varying degrees by "organizational communications," which are typically delivered by experts in public relations, public affairs, investor relations, environmental communication, corporate advertising, and employee communications. Management communications are far more effective when they are supported by marketing and organisational communications. This has two ramifications. Managers must first recognize the possibilities and constraints of their own roles in the communication process. Second, communication specialists in all fields must understand how to assist management with their communications. Specialists are expected to act as advisors to management and to contribute professionally and critically to the achievement of the organization's goals.

Other groups and roles have become involved in marketing and organizational communication in recent years. Internal and external affairs departments have lost their historical monopoly on communication in many organizations. It is debatable whether this is desirable or not. In practice, the playing field has shifted, and both public relations and advertising have become increasingly specialized sub-groups and roles. In the field of marketing communications, for example, the elements of the promotion mix are generally under the control of a marketing director, so specialization has been less important. Growing fragmentation of the organizational communication cluster, on the other hand, has had far-reaching consequences in many organizations. Organizational communication fragmented groups frequently report to different managers, and their activities are frequently inconsistent. Furthermore, organizational communications are rarely directly linked to outcome measures such as exposure, brand equity, or sales increases, making turf wars between groups difficult to resolve.

8.2 THE "CORPORATE COMMUNICATION" PERSPECTIVE

Marketing communications, organizational communications, and management communications are all examples of corporate communication. By "corporate communication," we mean a consistent approach to communication development in organizations, one that communication specialists can use to streamline their own communications activities by working from a centrally coordinated strategic framework.

Corporate communication takes on a "corporate" perspective. It is derived from the Latin word "corpus," which means "body" or "the whole," and it encourages communication specialists to concentrate first and foremost on the problems of the organization as a whole. As a result, corporate communication focuses on the achievement of organizational goals. Developing a corporate communication perspective does not necessitate the creation of a new function within organizations. Rather, it invites the traditional "Chinese Walls" that exist in most organizations between segmented communication functions to be broken down.

Since the 1980s, the perspective of "corporate communication" has found an open ear at the highest levels of government and among communication specialists. Consulting firms, for example, inspired early proponents of corporate communication in the Netherlands. They found an appreciative audience in large corporations and government agencies. Most of the time, they encouraged businesses to launch corporate image campaigns and advocated for greater uniformity in communication policies. As a result, corporate communication became synonymous with strengthening corporate brands through corporate advertising and embracing a "monolithic identity" by endorsing all of a company's offerings under a single corporate name, such as Shell or Philips. Both consultants and clients gradually gained insight into the origins of corporate brands, namely the nature of corporate strategy, corporate identity, and the heterogeneity of the context in which the organization operates. This quickly led to a growing realization that encouraging "uniformity" in overall communication policy is not always desirable or practical. Consultants eventually succumbed to the persuasive power of their own arguments. Companies began to take the lead in orchestrating their own communication system as the walls between marketing and organisational communications crumbled and steering committees were formed to harmonise communication policies. This is entirely appropriate: in our experience, the activities associated with carrying out corporate communication should be vested in a group of on-site specialists rather than outside agencies or consultancies.

We define corporate communication as the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization's ability to retain its license to operate. We follow Jackson's example in

using “corporate communication” in the singular. In the plural form, it implies a proliferation of methods. In the singular form, it refers directly to the integrated communication function. As Jackson remarks:

Note that it is corporate communication – without a final “s.” Tired of being called on to fix the company switchboard, recommend an answering machine or meet a computer salesman, I long ago adopted this form as being more accurate and left communications to the telecommunications specialists. It’s a small point but another attempt to bring clarity out of confusion.

A disadvantage of adopting “corporate communication” to refer to the total communication activity of the organization is the impression created that corporate communication is only relevant to business corporations. As with terms such as “corporate culture” and “corporate strategy”, the use of the word “corporate” in “corporate communication” should not be taken as the adjective corresponding to “corporation”. Rather, it should be interpreted in relation to the Latin word “corpus”, meaning “body”, or, in a more figurative sense, “relating to the whole”. Ideas about corporate communication are relevant to both private and public companies, to businesses and to not-for-profit organizations. Because they operate in competitive environments, businesses have been aware for some time of the value of developing attractive images. Corporate communication has therefore been more heavily associated with business than with other organizations. In recent years, however, pressure has been increasing on subsidised institutions and government agencies as well to give a good accounting of themselves to their audiences. We therefore see growing attention to these matters in the not-for-profit sector. A corporate image is like a mirror: it reflects the identity of the organization. Having a favorable or unfavorable image is determined in part by the signals that an organization broadcasts about itself. These signals are interpretations by stakeholders based on the company’s actions and self-expressions. No matter how frank, open, and appealing the content of these signals, however, there is no guarantee that they will create a positive image in the minds of all members of the target group. Earning a top rating for diligence, for instance, does not automatically lead to a positive image. Various other factors also influence the image an organization develops, including the conduct of employees and managers, the dissemination of rumours, and, most of all, the rational and seemingly irrational ways in which members of targeted groups interpret the signals they receive.

8.3 KEY TASKS OF CORPORATE COMMUNICATION

Corporate communication requires an emphasis, not only on external image improvement, but on internally directed activities aptly described by Luscuere (1993) as creating a “diagnostic and alteration capability” to stimulate all employees to work together to support the company’s overall objectives, rather than merely focusing on their functional tasks. The responsibilities of corporate communication are therefore:

- to flesh out the profile of the “company behind the brand” (corporate branding);
- to develop initiatives that minimize discrepancies between the company’s desired identity and brand features;
- to indicate who should perform which tasks in the field of communication;
- to formulate and execute effective procedures in order to facilitate decision making about matters concerning communication;
- to mobilize internal and external support behind corporate objectives. The holistic perspective of corporate communication makes it an area that can be meaningfully positioned within the interdisciplinary research and educational field of management. As we pointed out in the previous section, for decades training in “Business Administration” has given short shrift to communication topics, and addressed them under multiple names and with varying content.

The differences we have observed lie mainly in the emphasis placed on:

1. Skill building versus theory development: skills are necessary to successfully execute communication tasks, but business education in communications over-emphasizes skills at the expense of research and theory.

2. Holistic versus specialist training: specialist perspectives are overemphasized in communication research, fostering fragmentation of the field and a lack of coherence, thereby contributing to further fragmentation of the function in organizations.

In our view, academic departments addressing “corporate communication” should be holistic rather than specialized, and oriented to theory-building and testing rather than to skill-building.

8.4 TOOLS OF CORPORATE COMMUNICATION

Integrated communication can be achieved in various ways. We highlight four practices here:

1. Application of visual identity systems (sometimes referred to as “house style”);
2. Use of integrated marketing communications;
3. Reliance on coordinating teams;
4. Adoption of a centralized planning system. These four mechanisms are tools of expression insofar as organizational expressions and integrative communications rely on “common starting points” that express the organization’s distinctive identity, brand, and strategy, they will be instrumental in generating identification by stakeholders, and so in building the reputation of the organization. As we emphasize throughout this book, coordination and integration are the hallmarks of an effective system for corporate communication.

Visual identity systems

Organizations express themselves through their communications. Visual communications are an important tool for integrating communications across the organization. As early as the turn of the twentieth century, industrial design specialists began emphasizing the application of consistent themes on products and services through the use of common names, trademarked graphics and logos (the Nike “swoosh”), sounds (the Harley-Davidson engine, the Steinway piano), and even smells (Chanel). Since then, a specialized industry of “identity firms” has emerged that helps organizations develop a uniform set of symbols, and put together house-style manuals that provide employees with guidelines for creating a uniform image for the organization through the application of signature themes in logos, clothing, furniture, and architecture. In the 1950s, the rapid growth of mass marketing throughout the United States created enormous interest in packaging. The rise of supermarkets and department stores called for a substitute voice for the salesman who used to stand behind the counter and interface with the customer. Packaging design fulfilled that role, and what was once a sideline that printers had dreamed up to sell boxes and containers quickly became a full-fledged business. Today, all major companies rely on elaborate handbooks that specify appropriate language, style, and nomenclature that help to guide integration across their communication systems. Even small companies find it advisable to do the same in order to build recognition and reputation and attract more investors and customers.

Integrated marketing communications

Attempts to achieve an “integration of effort” in communications have been made since the 1950s. The pursuit of integration is rooted in the marketing literature and involves not only the familiar elements of the marketing mix (price, product, place, and promotion – the so-called 4-Ps), but also the elements of the communication mix within each of the 4-Ps. Central to the concept of marketing is the need to operate in a customer-centric mode. This is only possible if each specialized function within the organization makes a valuable contribution to the communication system as a whole. Initially, “integration” meant coordination across the marketing functions and specialty disciplines. However, the notion of integration was subsequently extended to encompass complementary activities performed by all functional departments, integrated around the customer in order to increase loyalty. Schultz and his colleagues were among the first to specify key elements of integrated programs in marketing. As they proposed, integration should always develop from the top down, and be carried out from the stakeholder’s point of view. Finally, they suggest that marketing and communications should develop shared objectives, allowing communications to lead all marketing activities when the company is responding to stakeholder demands. Although integration was initially understood as a call for uniformity – the need to “become one”, it was quickly softened to a requirement that brand messages be consistent and free of internal contradictions (Nowak and Phelps, 1994). Consistency could result only if all communication instruments were fine-tuned to each other during preparatory planning. By implication, specialists responsible for developing each of the brand communication instruments were advised to engage in intense dialogue early on in the process to diminish the chance of subsequent inconsistencies and contradictions. Unison gave way to a more apt metaphor of singing in “harmony”. In process terms, integrated marketing communications should start by:

- (1) identifying all target audiences relevant to achieving marketing objectives,
- (2) segmenting audiences on the basis of stage in the purchase decision cycle,
- (3) determining messages and communications tools to reach each segment, and

- (4) allocating appropriate levels of resources. Although integrated marketing programs were originally introduced in the 1950s, they have not been fully endorsed by all practitioners.

Coordinating teams

Another tool for facilitating integration is the use of coordinating teams – work groups or steering committees in which representatives of specialized communication departments that are active throughout the organization jointly develop a common policy and evaluate its execution.

8.5 CORPORATE REPUTATIONS

“Corporate reputation refers to the expectations, attitudes and feelings that consumers have about the nature and underlying reality of the company as represented by its corporate identity. “A reputation is the set of meanings by which a company is known and through which people describe, remember and relate to it. It is the net result of the interaction of a person’s beliefs, ideas, feelings and impressions about the company. A company will not have an reputation – people hold reputations of the company”. “Reputation refers to a holistic and vivid impression held by a particular group towards a corporation, partly as a result of information processing (sense-making) carried out by the group’s members and partly by the aggregated communication of the corporation in question concerning its nature, i.e. the fabricated and projected picture of itself. “Corporate reputation is the overall estimation in which a company is held by its constituents. A corporate reputation represents the ‘net’ affective or emotional reaction – good-bad, weak or strong – of customers, investors, employees, and general public to the company’s name” Reputations are overall assessments of organizations by their stakeholders. They are aggregate perceptions by stakeholders of an organization’s ability to fulfil their expectations, whether these stakeholders are interested in buying the company’s products, working for the company, or investing in the company’s shares.

The expression “corporate reputation” is increasingly used to refer solely to the reputation of the organization as a whole and not to sub-brands. In order to indicate the reputation of an industrial sector, the term “industry reputation” is appropriate. The reputation of Microsoft is thus a corporate reputation, while the reputation of the information technology industry is the industry reputation. Its US country of origin doubtless affects the company’s reputation as a global leader in software, and helps to raise the reputation of Microsoft’s Game Studios.

The drivers of corporate branding

Business unit managers vary in their degree of support for corporate branding. Interviews conducted with managers in four industries suggest a tug-of-war between those who support corporate branding and those who oppose it. Arguments used consistently express differing interpretations of the expected gains from having a shared identity and the expected losses in autonomy that are expected to result. Those who favor corporate branding tend to argue that:

- a corporate brand will create a sense of internal coherence and will simplify internal cooperation;
- a corporate brand will help us demonstrate the strength and size of our organization to outsiders;
- maintaining a corporate brand will be cheaper than having to support a range of different product brands. In contrast, opponents of corporate branding tend to argue that:
- investing in a corporate brand will imply that we have wasted huge sums in building our product brands;
- adopting a corporate brand means giving up a powerful local brand and losing market share;
- using a single corporate name will limit our distribution options;
- size may appeal to financial audiences in our home market, but will not help us with consumers in local markets;

8.6 CORPORATE IDENTITIES

Corporate identities are difficult to measure. Some researchers go so far as to suggest that organizations are so complex and unique that all attempts to develop general measurement instruments capable of defining their unique features are futile exercises. We disagree. In our view, so long as we recognize that every measurement tool is colored by a particular point of view on the nature of “identity,” it is possible to develop an appropriate measurement approach to the type of identity of interest. The purpose of this chapter is to examine the principal approaches to corporate identity, and to propose appropriate measurement tools capable of providing useful descriptions and analyses of those identity elements. There are two principal measurement approaches to corporate identity. Employees all have differing perceptions of the core elements of a company’s identity. On one hand, context influences perceptions: employees therefore see the world from the perspectives of their location in the company – their level, function, and centrality, and so “see” different aspects of the company. On the other hand, employees

also have different expectations and understandings of the way the company operates – and beliefs about the way it should” operate. It is therefore predictable that different people in a company will have different interpretations about the identity elements that they believe to be core features of the company. A common way to measure core identity features involves:

- (1) interviewing a representative set of employees and constituting a comprehensive list of those attributes most frequently mentioned, and
- (2) surveying a representative sample of employees to determine which characteristics are seen as most typical of the company.

In their study of the Port Authority of New York, Dutton and Dukerich (1991) identified 84 identity elements which they grouped into five identity clusters deemed “most important” by employees:

1. Professional and unique technical expertise: 100 percent;
 2. Ethical, free of scandals and altruistic: 44 percent;
 3. First class, top quality organization, superior service: 36 percent;
 4. High involvement in the well-being of the direct environment: 36 percent;
 5. Loyalty of Port Authority employees (sense of belonging to a family): 25 percent.
- In their study of a large rural cooperative, Foreman and Whetten (1994) began by conducting focus group interviews with members. From these interviews, they identified two “metaphors” that could be used to explain the existing tensions among internally: “family” and “business”. The metaphors were used as inputs into a questionnaire created to measure the two identities. In the survey, members’ identity perceptions and expectations of cooperatives in general were measured, as well as their attitudes about the legitimacy of cooperatives in general. The results showed how conflicting corporate identities are manifested in tensions among employees as well. Organizational identity at a university in order to develop a framework for managing change. They invited a sample of university administrators to rate their institutions on a series of identity elements derived from prior theorizing and research about universities. They also asked them to assess the degree to which their university was more or less “utilitarian” or “normative”, and measured the “identity strength” of each institution

8.7 WHAT ARE REPUTATION PLATFORMS?

Companies tell many stories about themselves; many stories are told about companies that do not align with the stories they choose to tell about themselves. As the well-known organizational psychologist Karl Weick puts it: “Stories allow the clarity achieved in one small area to be extended to and imposed on an adjacent area that is less orderly”.

Some stories paint a company in a favorable light, some become more popular than others, some tickle the fancy of the media, others are the stuff of folklore by NGOs. Companies therefore operate in an environment that is rich in narratives, stories, counter-stories, folklore, and strategic messaging – a world of social interpretations. A reputation platform describes the root positioning that a company adopts when it presents itself to internal and external observers. It is a strategic choice. A strong reputation platform rests on a rendering of the company’s history, strategy, identity, and reputation that rings true to internal and external observers. The quality of a reputation platform can therefore be tested on three key criteria:

- Is the reputation platform relevant?
- Is the reputation platform realistic?
- Is the reputation platform appealing? Many companies have interesting platforms and corporate stories to tell. Three themes seem to characterize the reputation platforms of some of the world’s most visible companies:
 - Activity theme: Some companies try to build reputation around the key activities or businesses they are involved in. They convey the centrality of that activity to the company, be it online trading for e-Bay, transportation technology for DaimlerChrysler, or network computing for Sun Microsystems. Shell and ExxonMobil are in the energy business, Lucent is in the communications business.
 - Benefits theme: Others emphasize the attractive outcomes or benefits that stakeholders should expect from the company’s activities as a way of inspiring allegiance. Sony entertains. Dell cuts your costs. Disney makes you happy. K-Mart and Sears give you “everyday low pricing”. Bridgestone Firestone makes “high performance” tires. Presumably auto-maker GM believes that bigger is simply better. Emotional theme: Finally, companies differ in their reliance on an emotional theme to inspire support. Volvo’s focus on “safety”, Pfizer’s on “life”, J&J on “motherhood”, DuPont on “scientific miracles”, Amazon on “personal service”, and Southwest Airlines on “fun and

friendliness” – all try to establish an emotional bond with stakeholders, to elicit a personal connection. To illustrate the nature of reputation platforms and the corporate stories derived from them, we highlight three companies in this section: The UK’s Virgin Group, Sweden’s IKEA, and a small Belgian business-to-business company called INVE. Many people are familiar with the Virgin Group the British conglomerate created by Sir Richard Branson. Some know the company for its products (e.g. Virgin Records, Virgin Cola, or Virgin Airlines). Others recall Sir Richard’s cameo appearances on various US programs. Many more recall his many hot air balloon adventures and other publicity stunts. Virgin’s reputation platform is anchored around the dual notion of “creating value for money” and “having fun”. The company exploits these by identifying businesses that appear to be at the end of their lifecycles, and re-invigorating them through a combination of organizational savvy and aggressive marketing. The platform sets the seeds for the communication system. Virgin’s corporate website introduces the company to the world by telling “the Virgin Story”. The story explains what Virgin strives for, what it has achieved, and why it has succeeded. It also describes the core competencies of the company: its focus on activities concerning products and services near the end of their life cycle. The real core competence of Virgin is its ability to combine an efficient internal organization with an innovative branding approach. Much of Virgin’s success is attributed back to the personality of Sir Richard Branson, a public figure with considerable charisma and leadership who regularly offers his personal image in support of Virgin’s corporate communication. In similar ways to Virgin, the Swedish retailer IKEA builds its corporate story on a reputation platform that involves “value for money” and savvy marketing. Indeed, very few people in Europe or the US can claim not to own or to have purchased a single IKEA product. The company expresses its reputation platform using the distinctively bright blue and yellow color combination for all of its buildings. Around the world, it also offers to consumers the same value-oriented products, uses the same distribution system, and relies on the same promotional materials to reach consumers.

8.8 TO SUM IT UP

Corporate communication is the consistent approach to communication development in organizations, one that communication specialists can use to streamline their own communications activities by working from a centrally coordinated strategic framework somehow, not all communications in an organization are work-related, nor are they always relevant to achieving organizational goals. All communications, however, influence participants' and observers' perceptions of the organization and its activities, thereby affecting the organization's image, brand, and reputation. Within organizations, there are three major clusters of task-related communication activities and they are management communications, marketing communications, and organizational communications.

Organizations rely heavily on marketing communications and organizational communications specialists to support management communications. Most organizations spend the majority of their budgets on marketing communications, which include product advertising, direct mail, personal selling, and sponsorship activities and corporate communications and it encourages communication specialists to concentrate first and foremost on the problems of the organization as a whole. As a result, corporate communication focuses on the achievement of organizational goals. Developing a corporate communication perspective does not necessitate the creation of a new function within organizations. Soon after, corporate communications became synonymous with strengthening corporate brands through corporate advertising and embracing a "monolithic identity" by endorsing all of a company's offerings under a single corporate name.

It is the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization's ability to retain its license to operate. Corporate communication has been more heavily associated with business than with other organizations. In recent years, however, pressure has been increasing on subsidized institutions and government agencies as well to give a good accounting of themselves to their audiences. We therefore see growing attention to these matters in the not-for-profit sector.

8.9 KEY WORDS

- **Corporate public relations:** Public relations activities towards 'corporate' stakeholders, which exclude customers and prospects in a market; but include issues management, community relations, investor relations, media relations, internal communication and public affairs.
- **Corporate social responsibility (CSR):** Actions which do not have purely financial implications and which are demanded or expected of an organization by society at large, often concerning ecological and social issues.
- **Corporate strategy:** The general direction taken by a company with regard to its choice of businesses and markets and approach of its stakeholder groups.
- **Corporate communication:** The function and process of managing communications between an organization and important stakeholder groups (including markets and publics) in its environment.
- **Corporate identity:** The profile and values communicated by an organization/the character a company seeks to establish for itself in the mind of its stakeholders, reinforced by consistent use of logos, colors, typefaces and so on.
- **Corporate image:** The way a company is perceived, based on a certain message and at a certain point in time/the immediate set
- **Brand:** The set of physical attributes of a product or service, together with the beliefs and expectations surrounding it – a unique combination which the name or logo of the product or service should evoke in the mind of the audience.
- **Brand management:** The process by which marketers attempt to optimize the 'marketing mix' for a specific brand.
- **Budgeting:** The total costings of communication activities against a specified amount of money.
- **Communication strategy:** The general set of communication objectives and related communication programs or tactics chosen by an organization in order to support the corporate strategy of the organization.
- **Integrated marketing communication:** The act of coordinating all communications so that the corporate identity is effectively and consistently communicated to in- and external groups.

8.10 CHECK YOUR PROGRESS

1. What do you mean by corporate communication? What is the need of corporate communication in an organisation?

2. Why corporate communication is important? What are its key tasks?

3. Elucidate the tools of corporate communications.

4. What is corporate reputation? What is the need of it?

5. What do you mean by corporate identity? What are the key features to measure it?

6. What are reputation platform? State the three key criteria that are used to test the reputation.

8.11 REFERENCES

Online Reading:

<https://egyankosh.ac.in/bitstream/123456789/7735/1/Unit-3.pdf>

https://saylordotorg.github.io/text_mastering-public-relations/s11-01-corporate-public-relations.html

<https://www.prmoment.com/beginners-guide-to-pr/what-is-corporate-communications>

<https://www.northeastern.edu/graduate/blog/what-is-corporate-communications/>

<https://work.chron.com/description-corporate-public-relations-department-27721.html>

<https://www.koffeetech.com/what-is-corporate-pr-and-why-is-it-important/>

Online Videos:

<https://www.youtube.com/watch?v=gF6MoHnQthA>

<https://www.youtube.com/watch?v=97BtNMBjCa0>

<https://www.youtube.com/watch?v=Cfh23aMkGeU> (Hindi)

<https://www.youtube.com/watch?v=gNzg2cFvJDE>

<https://www.youtube.com/watch?v=Ge31ryCH0QI>

<https://www.youtube.com/watch?v=dJW9uJJExcA>

https://www.youtube.com/watch?v=hcD2ReK-q_w (Hindi)

Text References:

- Corporate Public relations: A new historic perspective by Marvin N. Olasky
- Handbook of corporate communications and public relations by Sandra Oliver
- Public relations and corporate persona by Burton Saint John II
- Corporate communications: A marketing viewpoint by Klement Podnar
- Corporate public relations by K.R. Balan

UNIT : 9**PR AND CORPORATE
SOCIAL RESPONSIBILITY****:: STRUCTURE::****9.0 Learning Objectives****9.1 Introduction****9.2 CSR- the Indian tradition****9.3 Private sector initiative****9.4 Community expectations****9.5 Objectives of community relations****9.6 The communication media****9.7 Rural Marketing successful case studies****9.9 Key Words****9.10 Check Your Progress****9.11 References**

9.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand about corporate social responsibility
- Understand the private sector initiatives taken
- Have knowledge about community expectations
- Have knowledge about community relations
- Understand communications media

9.1 INTRODUCTION

Public relations professionals, today have no two opinions about the value system that the business of the business is not just business, but business of the business is also to make the lives of the people more enjoyable and worth living. Corporations have some definite obligations to the society. The objective of every business is not just to reach rich profits, but also to contribute to the quality of life. After all, it is the society who can make or mar the chances of success for a company.

As such, the concept of the corporate social responsibility (CSR) or community relations means the obligation of a business enterprise to make such decisions and follow such lines of action, which are in line with the objectives and values of the society. Social responsibility is an obligation of corporate decision makers to adopt such policies and practices, which contribute to the welfare of the society. Such decisions and actions, actually are in the interest of an organization itself.

An organization's relationship with its neighbors and community is crucial to the growth and prosperity of the organization because the society and particularly the neighbors of a manufacturing facility supply the necessary personnel, provide vendors to vend materials and essential services and even response a trust in the company and invest its hard earned money to finance the operation. The society also provides a customer base for the goods and services manufactured and marketed by a company. And if for any reason the community is angered and anguished it has the potential and influence enough to impose restraints and hurdles in the smooth functioning of an institution or industry.

In other words, it is the community or the society who is intimately connected with the business of any organization. The multi billion rupee manufacturing plants would not be possible to function if the community does not provide the skilled workforce, if the community boycotts its

products as not being socially responsible, if the community gets anguished that a company's plant is aggravating the pollution through discharge of industrial effluence thus risking the health of the people, if the community resents some policies and practices of the company. An organization functioning in isolation of the society, may never be able to survive for long and may face troubles and hardships.

Community is a group of people who live in the same place share the same government and have a common cultural and historical heritage. The people who live in a community and the institutions that serve them are mutually dependent. The people cannot enjoy a good life without institutions and the institutions can exist only with the consent and the support of the people. A business serves the community by providing regular employment, reasonable wages and financial benefits by purchasing goods and services from local suppliers by paying taxes to maintain local government by contributing to charities and cultural projects and by assuming in all respects the role of a good citizen.

The community for their part supply skilled labour management, management personnel and investment capital and they consume the goods and services which business produces. Through local government they provide fire and police protection, public utilities, highways and sanitary services. The welfare of both community and business depends upon what each contributes to their mutual benefit.

PR role though not legally or professionally defined, yet the CSR or community relations is part of the portfolio. PR practitioners definitely have role and involvement to direct and execute some definite community relations efforts for their companies. The basic bottom line of this responsibility is to generate a healthy relationship between the organization and the community based on the understanding and mutual trust. The mutuality of this interdependent relationship is the key to this effort. Progressive organizations are becoming proactive in their attitude as they acknowledge that

- Business must also result in the larger good of society
- Business cannot operate in isolation from society
- A social mission should form an essential part of an organization's business vision.
- Profitability is of paramount importance and an entrepreneurial necessity and only when an organization makes profit, can sustain

growth in its business, reward stakeholders and fulfil social responsibilities.

- Organizations want to be known as good corporate citizens.

9.2 CSR- THE INDIAN TRADITION

For India, the concept of CSR is not new, but has been a tradition with business community. For ages the businessmen have been dedicating a portion of their profits towards social causes. Known as Dharmada, the businessmen of yester years have been contributing to support some social welfare activities. Donating money to religious places, building night halt inns for travelers, drinking water booths, known as Piao are still a common practice. However the activity was not organized as the business was all scattered and diversified.

Some small unknown and nondescript businessmen seem to have acquired lot of good reputation for being very kind hearted as they liberally donated towards causes mainly religious. Some old business families like Birlas, Dalmias, Modis, Tatasetc have been quite active in this area. Some beautiful temples with attached night halt and eating facilities, still remind us of this philanthropic work done by these business houses and many unknown businessmen in their own silent way.

Now with the emergence of large business, CSR has become the main focus of the nation's economic and social activity. Business leaders have become more conscious towards their social obligation. So the corporate social responsibility is the buzz word in the business world today.

9.3 PRIVATE SECTOR INITIATIVE

The business leaders of India have woken up to the corporate responsibility, which has spread a nationwide awareness business men towards this social obligation. According to a report in the Economic Times (2005), philanthropy touched a new high in India's corporate sector when the private sector companies donated Rs 400 crore cumulatively during 2005. This is the highest ever contribution made by the corporate sector in the history compared to the previous year, there has been a quantum jump of 75 per cent.

The big private sector donors include Reliance Industries, Infosys, Hindalco, Grasim, Jaiprakash Associates, Dr. Reddy's, ITC, Bajaj Auto, Gujarat Ambuja, Sterlite Industries, Hindustan Zinc and Videocon international. While the total number of companies who made donations, even if a minuscule amount, was lower than the figure five years back,

the number of companies make donations of over Rs. 1 crore swelled up. A total of 70 companies donated more than Rs. 1crore during 2004.

On the other hand, some of the top public sector companies included IOC, HPCL, SCI fell in the Rs. 10 crore plus range followed by NTPC, BPCL and GAIL. It would be interesting to look at the top donors who demonstrated their keen interest in the corporate social responsibility.

CSR top ten donors

Companies	Rupees in crore
Reliance Industries	38.3
Indian Oil Corporations	26.5
Hindustan Petroleum	21.1
Infosys	21.1
Hindalco	13.5
SCI	12.2
Grasim	9.8
NTPC	9.7
Jaiprakash Associates	9.0
Dr. Reddy	8.8

Infosys

Speaking at the Hindustan Times Leadership Summit, the then co-chairman of Infosys, Nandan Nilekani had said that corporate leaders must boost personal philanthropy by corporate leaders, as it has happened in the US, in order to prevent criticism from shareholders about diversion of funds for pursuits other than profits. However, he said that ‘companies cannot go beyond a point on philanthropy.’

Aditya Birla Group

Rajashree Birla, Director, Aditya Birla Group said that CSR could be used, as her group has done, to empower the less privileged by doing everything from housing for the poor to helping vocational education that creates jobs, while winning over the affections of the community in which a business group functioned. She urged the business community to get down to work, avoiding cheque book philanthropy. I would urge you to subscribe to compassionate capitalism she advised the business leaders.

Hindustan Uniliver

Defending the charity named after the controversial Fair and Lovely brand Harish Manwani, president of Unilever, Asia and Africa and chairman of consumer goods giants Hindustan Unilever Limited said that his company had built its social work around its brands. Lifebuoy soap was linked with the largest programme of its kind on the promotion of washing hands for health and hygiene, while Project Shakti empowered poor rural women by building income programmes around the selling of soaps.

General Electric India

President and CEO of General electric India, Tejpreet Singh Chopra had said at the HT Leadership Summit that, “I don’t see anything sinister about it. If corporates don’t do it in an ethical and transparent way, it won’t work. It is quite clear that corporates that social responsibility has to be included in the definition of success.

9.4 COMMUNITY EXPECTATIONS

The community while seeing the corporate business prospering, have an expectation to share the benefits of prosperity. The community and the neighborhood, particularly living on the periphery of the manufacturing plants of the organizations, expect that the benefits of the business growth should percolates down to the society and help them to improve their lot. The under privileged sections of the society particularly having high hopes. Some of the expectations that the community have are: employment, education, commercial prosperity, housing, health, and medical care, municipality, safety and security, cleaner environment and good corporate image.

Employment

Employment opportunities, when generated by the arrival of an industry in certain locations, are highly appreciated. The local communities always have hopes that their sons and daughters will find opportunities to work for the neighboring plants and contribute to the family incomes. In India, the communities have been demanding that companies should adopt sons of the soil policy in matter of awarding jobs. However industries have to have a broader vision to hire personnel with special skills to fill up some specific jobs.

Education

Any community has a strong desire that their children should make lot of progress in their lives through acquiring good education. Unfortunately, the lack of good schools is always felt by the people who are keen to get their children educated and be successful in life. The large organizations are expected to set up schools and colleges or indirectly aid such institutions, who are doing a good job of providing education to younger generation. Birlas, for instance, set up a pioneering institute of engineering in Pilani.

Commercial Prosperity

The setting up of some industrial giants in the locations, propel a host of commercial activities in terms of opening up opportunities for starting many small business. Often the industrial townships have attracted several traders to open shop in the area to supply a variety of consumer goods of daily use to the people and even enter into a band of regular vendors to the organizations, who supply material of all kinds. From small parts to major components that go into the making of finished products, which are supplied to the company, promise reasonable returns. This commercial activity has a cascading effect on the community, who benefit from the residual prosperity which the society so ardently desires. Industrial towns like Faridabad, Jamshedpur or Bokaro etc are example of this phenomenon.

Housing, Health and Medical Care

It is but desirable that the people who come for an organization expect facilities like proper housing, health and medical care for themselves and their families. It is in the interest of the company to provide medical facilities to help employees in particular and people in general, to enjoy

good health. Availability of the necessary medical assistance in an emergency is highly desirable. Escorts Limited for instance set up a hospital in Faridabad to take care of their employees and people at large.

Municipality

No town or city can function without a good municipal system. A company's presence should not be like that of a guest but as an integral part of the community. It is only desirable that the organization should contribute to strengthen the municipal system financially over and above the municipal taxes that is expected to pay. Municipal services like roads, street lighting, drainage, running water, scavenging and hygiene etc if organized well, should bring lot of comfort to people in the community and good name for the organization.

Safety and Security

To remain safe and secure is the inborn need of all humans and the community in which they live. The presence of properly organized police system to ensure safety and security to the lives and property of the citizens, is an essential part of the urban existence. Police surveillance to keep the law and order under check is an essential part of the community life. The police is indirectly funded by the taxes paid by the corporations. Besides the companies are expected to extend a helping hand to the police by providing logistic support in their efforts in educating citizens in areas like traffic management and generate public awareness to deal with the menace of drugs trafficking and terrorism etc.

Cleaner Environment

Industry is often accused by the community of polluting the environment by the smoke emitted by its chimneys and the industrial effluence discharges into the nearby canals. This results in air pollution that makes breathing difficult and brings problems like asthma, TB, allergies etc. the sources of drinking water are contaminated making it unfit for consumption. It is but a genuine expectation and the community may force the industry to take certain steps to contain problems. Some reputed companies are now on their own setting up water treatment plants and increasing the heights of their chimneys to take care of the problems.

Good Corporate Image

Good reputation of an organization is a valuable asset. It is a force that generates many favorable responses from the public. Good corporate image attracts good quality personnel, imbibes customers' and

shareholders confidence and a reasonable attitudes of the government. Good reputation comes about with good deeds and professional style of functioning by the company. The community when thinks high of an organization, extends all kinds of moral and material support to the organization. Families feel proud of their sons and daughters workings for such a company. In sharp contrast, people shun association with a company of ill repute. PR, particularly, has a focused responsibility to keep up good corporate image.

9.5 OBJECTIVES OF COMMUNITY RELATIONS

The objectives of a community relations programme or the corporate responsibility endeavors of a company are guided by the overall corporate objectives, its profitability levels, the size and nature of the community and the public relations goals. Honestly enough, the obligations to welfare are linked to the financial health of a company and its corporate philosophy. However, some of the major objectives are to:

- Share enough information with the community about the corporate operation concerning employment, education, public health and the contributions made towards upliftment of living standards of the community.
- Involve opinion leaders amongst the employees in various activities connected with social welfare, so that they spread the information for a ripple effect.
- Collect sensitive feedback about the attitudes that various community leaders have about the corporation.
- Cultivate and maintain congenial relations with community leaders and other functionaries of the neighboring organizations for a mutual exchange of ideas.
- Keep a tab on the pressure groups activities and forestall attacks with actions and appropriate communication.
- Get involved in certain social welfare activities like blood donation camps, eye donation camps, family welfare programmes, free medical checkups etc. organized by agencies like Red Cross and other NGOs.
- Float events like sports, cultural evenings, and children's painting competitions, scholarship programmes, awards and rewards etc. for the community.

- Hold an annual open house and invite employees, their families, friends and neighbors to showcase the operation, achievements and company's interest in the people.
- Project organization to the community as a good corporate citizen with genuine interest in the community.
- Project, in the employment market that the organization is a fair employer and is a congenial place to work.
- Develop a well thought out communication programme to keep the community informed about the company's activities and get credit for the effort.

9.6 THE COMMUNICATION MEDIA

Amongst the variety of media and innovation that are used for communicating to the community are newspapers, radio and television advertising, publicity through various mass media channels like press, radio, TV open house and conducted tours of the facilities, public speaking, meetings with the opinion displays, house journal and institutional literature etc. some of the usual ways of communicating are: advertising, open house, conducted tours, house journal, special events, sponsorships, contributions to funds and media relations.

Advertising

With the power of the mass media and its effective reach, the organizations and communities remain connected. Occasional advertising, focusing on the institutional achievements or felicitating the community on special occasions like Independence Day, Republic Day, Diwali, Baishakhi, Pongal etc serves two good purposes the messages connect the community to the company and help to cultivate the local media like small time newspapers or cable operators, who provide good audience selectivity. If available the area, using of FM radio could also be considered for this purpose. Messages thus released also help in communicating to the employees and make them feel proud of their organization amongst their own clusters. Such advertising also helps funding the local media generally operating on shoestring budgets.

Open House

Events like an open house offer a powerful opportunity to cultivate the community. It has an advantage of bringing in large number of the people to the organization to enthuse them to know and understand the company operations. Though personal interactions may not be possible, yet the

occasion creates a high connectivity. Many good companies organize such events under the banner of Family Day or Parivar Divas when employees, families, friends and neighbors are invited to come to the organization. Generally an entertainment programme is followed by a lunch or refreshment for the invitees. A stage is also set for the company management to communicate about policies, progress and practices of the organization and seek community support.

Conducted Tours

A conducted plant tour for the members of the community makes a good impression about the company's operation and is therefore an effective way of building understanding. Employees are also encouraged to bring along their family and friends for such a tour of the facilities on certain fixed days of the week, to show off their workplace. Going by the good reputation of a company, most employees take pride in showing their work stations. PR coordinates the effort with the help of tour guides drawn generally from the technology department. As a gesture of goodwill the visitors are treated to high tea and also presented with a memento and a tour booklet.

House Journal

The extended circulation of the internal or employee's magazine when it contains material of community interest, serves a useful purpose in cultivating good community relations. PR practitioners who are also the editors of such publications, increase the print order and mail such issues to the community members. For instance, such a publication when for some weeks stays at the local doctors clinic gets the necessary attention from the writing patients and generate a ripple effect in the society. Panchayats, barber shops, public reading rooms, schools and college libraries are also appropriate places for reaching out to the community for building an understanding about the organization amongst the target publics. Some useful information about health, hygiene, family life or travelling tips etc make an interesting reading for the people, courtesy the company house journal.

Special Events

Special events like a presentation for the visiting dignitary, spiritual lecture by a religious leader, inauguration of new building block, children's painting or dance competition, ladies tailoring training programme etc are the kinds of events which interest the community. Special invitations to the community leaders give them a pride of

association and mileage to the organization to earn goodwill. For instance DCM group would sponsor annual Ram Lila in Delhi, which has been a sought after event. After event. Such a show poses some security problems yet with little care things become manageable.

Sponsorship

A community often looks forward to a company's patronage for certain activities. Funding a blood donation camp, free eye checkup camp or running a free kitchen at a religious congregation etc are highly appreciated. The industry in Faridabad have been funding a YMCA Institute of Engineering and the Country Golf Club. Donating books to a school library or cash donations to a village school to build a drinking water system for kids are the kinds of sponsorships. For instance a company sponsored the raising of a school brass band and funded for maintaining the kid's uniforms and instruments etc.

Contribution to Funds

Contribution to certain funds is seen as an important initiative by the business community towards social causes and community welfare. Companies earmark certain portions of their profits for philanthropy. For instance, Faridabad Industries Association persuaded all its members to sponsor a number of seats for funding the building of Nahar Singh Cricket Stadium in Faridabad. When unfortunately any state is affected by natural calamities like drought, floods or earthquake etc. the corporatesector respond to help the people by making financial and material contributions to the relief effort. Obligations to the society is troubled times is one major item on corporate identity.

9.7 RURAL MARKETING SUCCESSFUL CASE STUDIES

A Tata Company shall be committed to being a good corporate citizen by actively assisting in the improvement of the quality of life of the people in the communities in which it operates with the goal of making them self-sufficient. Such social responsibility would include initiating and supporting community initiatives in the areas of community health and family welfare, water management, vocational training, education, and literacy, as well as encouraging the use of modern scientific and managerial techniques and expertise. This will be reviewed on a regular basis in accordance with national and regional priorities. These activities would also not be treated as optional by the company, but would be incorporated as an integral part of its business plan. The company would also encourage its employees to volunteer and assist them in community

service. Tata enterprises are encouraged to create social accounting systems and conduct social audits of their operations.

In the 1970s, the major Tata group companies' Articles of Association were amended. An article was added that stated the "company shall be mindful of its social and moral responsibilities to consumers, employees, shareholders, society, and the local community." A clause in the group's 'Code of Conduct' was added to institutionalize the CSR charter. This clause requires group companies to actively contribute to improving the quality of life in the communities in which they operate. This code was signed by all of the group companies. CSR was included as one of TISCO's key business processes. It was one of the eight key business processes identified by TISCO's management as critical to the company's success.

CSR Activities of Tata Companies & Societies

Through the following companies and societies Tata group keeps on heading towards the fulfillment of corporate social responsibility –

Tata Steel has adopted the Corporate Citizenship Index, Tata Business Excellence Model and the Tata Index for Sustainable Development. Tata Steel spends 5-7 per cent of its profit after tax on several CSR initiatives.

(a) Self-Help Groups: (SHG's) Over 500 self-help groups are currently operating under various poverty alleviation programs; out of which over 200 are engaged in activities of income generation through micro enterprises. Women empowerment programs through Self-Help Groups have been extended to 700 villages. From the year 2003 to 2006, the maternal and infant survival project had a coverage area of 42 villages in Gamharia block in Seraikela Kharsawa and a replication project was taken up in Rajnagar block. For providing portable water to rural communities 2,600 tube wells have been installed for the benefit of over four Lakh people.

(b) Supports Social Welfare Organizations: Tata Steel supports various social welfare organizations. They include; Tata Steel Rural Development Society , Tribal Cultural Society - Tata Steel Foundation for Family Initiatives → National Association for the Blind Shishu Niketan School of Hope Centre for Hearing Impaired Children → Indian Red Cross Society, East Singhbhum

(c) Healthcare Projects: In its 100th year, the Tata Steel Centenary Project has just been announced. The healthcare projects of Tata Steel include facilitation of child education, immunization and childcare,

plantation activities, creation of awareness of AIDS and other healthcare projects.

(d) Economic Empowerment: A program aiming at economic empowerment through improvised agriculture has been taken up in three backward tribal blocks in Jharkhand, Orissa and Chhattisgarh. An expenditure of Rs 100 crores has been estimated for the purpose and this program is expected to benefit 40,000 tribal living in over 400 villages in these three States.

9.8 TO SUM IT UP

The objective of every business is not just to reach rich profits, but also to contribute to the quality of life. After all, it is the society who can make or mar the chances of success for a company. The corporate social responsibility (CSR) or community relations means the obligation of a business enterprise to make such decisions and follow such lines of action, which are in line with the objectives and values of the society. Social responsibility is an obligation of corporate decision makers to adopt such policies and practices, which contribute to the welfare of the society. Such decisions and actions, actually are in the interest of an organization itself.

An organization's relationship with its neighbors and community is crucial to the growth and prosperity of the organization because the society and particularly the neighbors of a manufacturing facility supply the necessary personnel, provide vendors to vend materials and essential services and even response a trust in the company and invest its hard earned money to finance the operation.

the concept of CSR is not new, but has been a tradition with business community. For ages the businessmen have been dedicating a portion of their profits towards social causes. PR role though not legally or professionally defined, yet the CSR or community relations are part of the portfolio. PR practitioners definitely have role and involvement to direct and execute some definite community relations efforts for their companies

The concept of CSR is not new, but has been a tradition with business community. For ages the businessmen have been dedicating a portion of their profits towards social causes. But, now with the emergence of large

business, CSR has become the main focus of the nation's economic and social activity. Business leaders have become more conscious towards their social obligation. So the corporate social responsibility is the buzz word in the business world today.

9.9 KEY WORDS

- **Corporate social responsibility (CSR):** It refers to practices and policies undertaken by corporations intended to have a positive influence on the world.
- **Corporate Sustainability:** Aligns an organisation's products and services with stakeholder expectations, thereby adding economic, environmental and social value
- **Corporate Governance (CG):** Corporate Governance is concerned with holding the balance between economic and social goals and between individual and communal goals.
- **Public Private Partnerships (PPP):** Partnerships between private companies and public bodies in a joint venture to perform projects and programmes for the public good.
- **Social Reporting:** Non-financial data covering staff issues, community economic developments, stakeholder involvement and can include voluntarism and environmental performance.
- **Socially Responsible Investment (SRI):** Investment in socially responsible activities normally by an investment fund.
- **Community expectations:** The community while seeing the corporate business prospering, have an expectation to share the benefits of prosperity.
- **Commercial Prosperity:** The setting up of some industrial giants in the locations, propel a host of commercial activities in terms of opening up opportunities for starting many small business.
- **Good corporate image:** It attracts good quality personnel, imbibes customers' and shareholders confidence and a reasonable attitudes of the government. Good reputation comes about with good deeds and professional style of functioning by the company.
- **Communication media:** The variety of media and innovation that are used for communicating to the community are newspapers, radio and television advertising, publicity through various mass media channels.
- **House Journal:** A publication produced by a particular firm, institution, or society and dealing mainly with its own activities.

9.10 CHECK YOUR PROGRESS

1. What is corporate social responsibility? Why the concept of corporate social responsibility is widely being followed?

2. What is the role of public relations in corporate social responsibility? Also, distinguish between public relations and corporate social responsibility.

3. Write a short note on: Corporate social responsibility: an Indian tradition.

4. Elucidate private sector initiative. Discuss the corporate social activities of any two companies with reference.

5. How corporate social activities impacts on an organisations? Support your answer with references.

6. What do you mean by community expectation? Write down about the expectation that community posses.

7. What do you mean by community relations? What are its objectives?

8. What is communication media in CSR? Explain the role of different mediums.

9.11 REFERENCES

Online Reading:

<https://onlineprograms.sacredheart.edu/resources/article/benefits-corporate-social-responsibility-pr/>
<https://www.prezly.com/academy/the-relationship-between-pr-and-csr>
<https://instituteforpr.org/corporate-social-responsibility/>
<https://www.teamlewis.com/magazine/understanding-corporate-social-responsibility-in-public-relations/>
<https://lidpublishing.com/what-is-the-difference-between-csr-and-pr/>

Online Videos:

<https://www.youtube.com/watch?v=eQRQx2XHshU>
https://www.youtube.com/watch?v=U_YjB4BxQBM (Hindi)
https://www.youtube.com/watch?v=1bpf_sHebLI

https://www.youtube.com/watch?v=hcD2ReK-q_w (Hindi)

https://www.youtube.com/watch?v=b-RwSt_Tq0w (Hindi)

Text References:

- Corporate social responsibility in India by Sanjay K Agarwal
- Corporate social responsibility: A very short introduction by Jeremy Moon
- Corporate social responsibility: A research handbook by Kathryn Haynes, Alan Murray, Jesse F. Dillard
- Managing corporate social responsibility: A communication approach by W. Timothy Coombs, Sherry J. Holladay
- Stages of corporate social responsibility: From ideas to impact by Samuel O. Idowu, Stephen Vertigans.
 - Corporate social responsibility in India: Cases and developments after the legal mandate by Nayan Mirta, Rene Schmidpeter

UNIT : 10

**PR AND CRISIS
MANAGEMENT**

:: STRUCTURE::

10.0 Learning Objectives

10.1 Introduction

10.2. What is Crisis?

10.3 The role of public relations in crisis management

10.4 Contaminated crisis management

10.5 PR and Crisis Management Plan

10.6 Media Relations- dos and don't

10.7 Public relations- Crisis communication case study

10.8 To Sum It Up.

10.9 Key Words

10.10 Check Your Progress

10.11 References

10.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the concept of crisis
- Understand the role of public relations in crisis management
- Have knowledge about public relations and crisis management plan
- Understand the dos and don'ts of media relations

10.1 INTRODUCTION

No two PR problems will have the same solution, which is one reason why in management terms public relations is such a fascinating discipline. This is also the reason why skills in public relations and application of fresh ideas in any enterprise are so important in keeping the organization vibrant and well fertilized. This has been well appreciated in the management of a crisis of any kind. Most of the companies in reality, do not contemplate any crisis management that might require of them, should even a small disaster occur. There are instances as well when the handling of tragedies or serious crisis by the public relations staff turned out to be object lessons as to how a disaster could, in communication terms, be sympathetically viewed by the concerned publics. At times, PR has changed the situation to advantage merely by sympathetic communication with those involved in the community of what had happened, why and what action, both short term and long term, on sustained basis, was contemplated.

This is the creation of goodwill and understanding even when disaster strikes. A number of accidents in recent times, such as Bhopal Gas Tragedy in which 5000 people died, the Chernobyl nuclear explosion, the Exxon oil spill, the Tylenol accident and a host of such others have shaken companies, big, medium or small from their complacency that they were immune to crisis. A crisis brings risks into focus, the organizations instantly fall under media and government scrutiny; it reflects internal impact on employee morale, turns the community and opinion leaders into direct antagonists and drags the company into prolonged legal battles. In addition to financial losses, the company suffers, especially from PR standpoint, severe setbacks in reputation.

A crisis, on the other hand, could be purposefully triggered by a group, such as terrorism, strike, sabotage, boycotts, or computer hacking, religious and ethnic conflict, or maladministration. Misconduct, fraud, or shifting values and behavioral patterns can all lead to a crisis. Effective

communication strategies at all levels of the organization are therefore critical to managing a crisis. As has been observed in the course of life, the researcher disagrees with the definitions and arguments made/given by various scholars of the field that crises are unexpected in their appearance and disastrous in nature, with the potential to bring fundamental changes in whatever, wherever, and whenever they appear. On the other hand, it could be intentionally triggered by certain agents with the same or different catastrophic ending levels.

Not only can crises arise from clumsiness and insufficient management in organizational structures, but also from general economic uncertainty and volatility, technological developments, political, legal, social, and cultural changes, and strong competition resulting from disadvantages and effects of the international environment. The expansion of the industry, combined with the lightning speed of mass communication and technology, has resulted in disasters that are larger, more visible, and extremely difficult to manage. As a result, crises, particularly those involving accidents, are disastrous and frustrating in the end, and they can cause stakeholders to withdraw from the organization, resulting in losses of image and reputation that have been built over time.

10.2 WHAT IS CRISIS?

Interestingly, Webster's Dictionary defines crisis as a turning point for better or worse. The message is clear that the particular situation could turn out to be good and bad. For example an industry which falls sick will create a situation of overall crisis for the management, employees, shareholders, suppliers, distributors, financial circles and many more publics with whom the industry has to interact. A crisis is an unusual and unpredictable event or series of events that can disrupt an organization temporarily or permanently. During a crisis, the company's reputation is jeopardized regardless of the circumstances. There are numerous dimensions to what constitutes a crisis for a business or organization. It may jeopardize the product's integrity, an organization's reputation and financial stability, the well-being of employees, the community, or consumers. When a company's economic survival is at stake, it can lose crores of rupees overnight if the public perceives management's response to the situation as lacking confidence.

The term crisis is derived from the Greek word *Krisis*, which means "decision." Every one of us has been there. Those terrifying and hurried moments when we are under tremendous pressure to make a decision almost instantly. It can take many forms. Some of them are man-made,

while others are natural cataclysmic forces over which humans have little control. They include: unexpected crises such as fires, explosions, chemical leaks, workplace violence, and so on. Some are caused by natural disasters, such as lightning that sparks a forest fire, as it did in Australia, or a hurricane that tears a coastline apart .Some crises are caused by natural disasters, such as the bird flu or plague in Surat or the Corona Virus around the world. These do take lives, but they are not particularly violent. These may necessitate a different type of mitigation strategy. Some types of crises can be caused by intentional acts of violence, such as terrorist attacks. It may result in the loss of life, the destruction of property, and the disruption of work. Intentional crises can also result from hostile takeovers, computer viruses, malicious rumor, and other forms of malicious action.

As a specialized practice area within public relations, crisis management advises corporations on how to anticipate and manage media and other aspects of a potential crisis or disaster. Business continuity management aims to prevent crises from occurring, but if the worst happens, effective crisis management can mean the difference between business as usual and disaster.

Many crisis events are beyond the control of a manager, but many others can be avoided with proper planning, business maintenance, and care. Crisis management entails having a plan in place, determining who will do what, and practicing the plan for all conceivable events. The management of a crisis entails a wide range of fast-moving events that necessitate tough, quick, and sound decisions. It focuses on managerial issues such as case analysis, interim management of the development and execution of a turnaround plan, legal issues, and communication with various internal and external stakeholders.

In a situation, a crisis is a critical turning point or decision point. It is a one-of-a-kind operation. It frequently occurs during an unstable state when there are numerous issues to be resolved. It can start as a slow-moving incident that spirals out of control, or it can be an unexpected event that explodes into crippling indecision. It is an escalation of events that necessitates an immediate and decisive response. A crisis usually has little information, a lot of ambiguity, and little tolerance for error. A crisis can have far-reaching consequences.

10.3 THE ROLE OF PUBLIC RELATIONS IN CRISIS MANAGEMENT

The practice of managing the flow of information between an organization and the general public is known as public relations (PR). The practice of managing the flow of information between an organization and the general public is known as public relations (PR). Public relations, also known as PR, gives an organization or individual exposure to their audiences by using topics of public interest that may contradict with the company's image, requiring the organization to clear its image. This is due to the fact that public relations places exposure in credible third-party outlets, providing third-party legitimacy that advertising does not. This is due to the fact that public relations places exposure in credible third-party outlets, providing third-party legitimacy that advertising does not. Speaking at conferences, working with the press, and employee communication are all common activities.

Public relations can be used to establish rapport with employees, customers, investors, voters, or the general public. Almost every organization that cares about how it is perceived in the public eye employs some form of public relations.

10.4 CONTAMINATED CRISIS MANAGEMENT

Processes for choosing a course of action are often contaminated with numerous psychological "errors" in thinking. These include the following types of decision-making distortions.

- **Mental filters.** One of the largest errors of judgment occurs when we choose to see only what we want to see. In essence our belief about what should be happening in an oil pollution incident overrides what may be happening. We put on filters and avoid conflicting data.
- **Emotional reasoning.** Our emotional (and motivational) state can greatly influence our decision-making capability. It can influence the effectiveness of problem solving and hence the outcome of events in managing a spill crisis. This category may also include focus and venting of emotions. The mere stress of the situation may cause a specific focus and venting of emotions. The command may focus and blame the outlying units dealing with the event. The outlying units may in turn vent their frustrations, creating hasty and ill-thought-out solutions.
- **Rationalization.** Quite simply, this is creating excuses to justify a certain behavior or action. In crisis management it is often used to justify a faulty decision.

- **Denial of reality.** In an oil pollution crisis, denial occurs because the reality may be unpleasant. By refusing to perceive it or face it, one puts off a decision on dealing with it. This often includes discounting the positive when our actions have some positive effect. Sometimes we go way beyond the steps necessary for recovery because we do not recognize the positive changes that occur during the event.
- **Over-generalization.** We commonly tend to want to draw conclusions from situations occurring in an incident. This is important in making decisions. However, we can overgeneralize by inferring too much or too little from the particulars. We thus make the information unspecific rather than applicable to an oil spill crisis.
- **Projection.** Projection occurs when one's own thoughts, feelings, or motives are projected onto others. In the quickness of decision making we tend to view things from our own vantage point. We may project our own thoughts and feelings, especially guilt and blame, onto others.
- **Mental disengagement.** Particularly in crisis management, mental disengagement occurs. It is difficult to continue to focus on all the factors involved, the results, the incoming data, and the outcomes. We therefore mentally disengage from the action momentarily. Long-term disengagement may result in the loss of critical information for decision making.
- **Framing.** The way information and questions are posed has a great impact on how choices are structured. People often base a decision on the context in which it is presented rather than explore it from different perspectives. This also includes labeling. We are quick to try to identify what is happening during a spill. In an effort to exert control, we attempt to label the event. The speed of labeling may create errors in the evaluation of the information.
- **Reaction thinking.** The tendency in crisis management is to respond to the pace of the event. If the oil spill is fast-moving, thinking and decision making are accelerated. This leads to reaction thinking and jumping to conclusions.
- **Magnification.** The opposite of overgeneralization is magnification. In lieu of standing back and viewing the situation, we microscopically view what is happening. This perspective fails to provide a broad overview in relation to all other actions and events occurring during the spill and recovery.

- **All-or-nothing thinking.** In the most critical point of a spill, we may be pushed into all-or-nothing thinking. The reaction may be "give it everything you've got" or "cut your losses." We rule out the more measured alternatives.
- **"Should" statements.** Should statements often occur immediately after a decision is made that is felt to be inadequate. We then go through an entire litany of what should have taken place. This in turn leads to personalization and blame. At that point a convenient scapegoat is sought.

10.5 PR AND CRISIS MANAGEMENT PLAN

Since the crisis situation or disasters never give notice, and management are most likely to be caught napping, the professional PR person should have a crisis management plan kept ready and constantly updated from time to time, to cope up with the eventuality. Importantly, the planning for crisis is not a one-time activity, but something to be reviews and revised periodically. It is most important to maintain a good level of crisis response capability. Some of the notorious corporate crisis like Bhopal Union Carbide tragedy, can perhaps be attributed to the response system getting neglected. The plan may have existed but its capability to appropriately respond to the situation did not exist. Therefore the crisis management plan should be reviewed, revised and a mock exercise put into action occasionally.

Some of the aspects and parameters that should encompass the plan are: the message, the crisis management committee, the target publics, the responsibility, the media relations and the aftermath.

The Message

When a crisis strikes an organization, many outside forces hinder its ability to effectively communicate. Some of the factors like confidential nature of the information, certain time bound limitations, the pressure and stress caused by crisis, and the human emotions become a stumbling block in the way of transmission of messages to the target publics. Particularly in a crisis situation, it is most vital to necessity of an organization to effectively convey the key corporate message and monitor team. The fact remains that the management and for that matter the PR professional, who has a communication plan, has already taken the necessary steps towards meeting the challenge of crisis situation. For instance, amongst the steps that should be taken to provide relief to flood affected people in Bihar, the Hindustan Times (11 Sep 2008) suggested.

‘...marooned villagers do not listen to songs, or health programmes- all they hear is the regional news bulletins of All India Radio. The local news should improvise- it should become the vehicle for snippets of crucial information that will save lives- like boiling water before drinking, how to avoid malaria and precautions with food.’

The Crisis Management Committee

Formation of a crisis management committee is an important step in the right direction. This committee is a coordinated structure created to put up the talents and skills to handle various aspects of crisis. Typically such a team includes the PR, legal affairs, manufacturing operations, security and the top management representatives and other personal appropriate skills and resources. Generally the PR manager works as the coordinator and the company spokesperson during the crisis situation. The crisis management committee should meet off and on to review and update the plan, replicate the responses and also do some loud thinking about the changing scenario and possible threats. Such meetings also help in emotionally integrating the team to be ready for eventuality.

The Target Publics

If any organization by any reason or standard have arranged the target public in some order or priority, the same may not hold well in crisis times. The importance of various publics changes in accordance with the nature of a crisis. For instance, if it is train accident, the most important public is the next of kin of the passengers who should be communicated with, the soonest. The other public come next. It may be appropriate to classify the publics into primary, secondary and marginal. Besides the list of publics may include the officials in the national and local level regulatory and emergency agencies like police, medical authorities and the important government officials. Depending on the nature of the crisis, publics like customers, dealers and media and even union leaders and retirees of the company may also be kept in the loop.

The Responsibility

Fixing specific responsibilities for each member of the committee and other personnel involved in the crisis management system is of utmost importance. Ambiguity or overlapping responsibilities can lead to confusion and ego problems amongst the individuals. Specificity of roles ensures proper performance of duties assigned to each individual. This should be done in peacetime and not at the nick of the time, as in

difficult times, people tend to avoid responsibilities. Perhaps, the crisis situation is the time for sharing the blame, rather than the credit. Therefore the people avoid getting involved.

The Media Relations

The bad news is good news for media. Therefore, the interface with the media, which most often is the responsibility of public relations, have to be taken care of with skill and far sight. Since PR works as the spokesperson of the organization, the media statements should be specifically cleared with the top management and also the crisis management committee. Due to the knowledge and the skills professionals have, it has to be ensured that the media interface is handled by PR only and no other person should be authorized to interact with the media.

The Aftermath

Once the immediate crisis is over, it is time to sit back and assess the success of the project campaign. Once the main crisis is over it leaves a residual impact on the organization and the mindset of various publics connected with the organization.

10.6 MEDIA RELATIONS- DOS AND DON'T

Do's	Don't
Gather full facts and transmit them from one focal point	Avoid the answer 'no' comments
A credible and expressive person to be spokesperson	Don't indulge in arguments with media person
Get media training to face hostile press	Don't try to fix the blame
Be accessible to the media persons	Don't over react to provocative questions
Report your own bad news	Don't exaggerate
Tell your story quickly, openly and honestly	Don't deviate from the corporate policy
Listen carefully to respond	Don't deviate from the corporate

	policy
Scotch rumors soonest	Don't make off the record comments

The Ten Commandments of crisis management

1. Develop a crisis management plan in anticipation.
2. When the crisis strikes, be prompt and honest in communicating it to the concerned publics.
3. Maintain a proactive responses to face agitated emotions. Keep cool.
4. Be flexibility to adjust and cope with levels of uncertainty and confusion.
5. Closely monitor media reports and reactions.
6. Keep doors open to receive feedback from publics concerned.
7. Maintain consistency of messages and relay through designated spokesperson, public relations.
8. Maintain constant public relations with corporate image restoration in mind.
9. Have the aftermath strategies worked out to bolster public confidence.

10.7 PUBLIC RELATIONS- CRISIS COMMUNICATION CASE STUDY

Johnson & Johnson Tylenol crisis

Tylenol is a popular over-the-counter pain reliever for millions of people. However, in public relations circles, the 1982 Tylenol recall is regarded as the pinnacle of crisis communications. Tylenol was a critical product for its manufacturer, Johnson & Johnson, at the time. Tylenol accounted for 33% of the company's year-over-year profit growth, outselling the next four leading painkillers combined. A terrible crisis occurred in the fall of 1982. Someone swapped out Tylenol Extra-Strength capsules for cyanide-laced capsules, resealed the packages, and restocked at least six pharmacies and grocery stores in the Chicago area. Seven people died as a result of the tainted capsules. Robert Andrews, Johnson & Johnson's assistant director of public relations at the time, is quoted in Dieudonné

ten Berge's book "The First 24 Hours: A Comprehensive Guide to Successful Crisis Management," on how the company first learned of the news: "We received a phone call from a Chicago news reporter. He informed us that the medical examiner had just given a press conference stating that people were dying as a result of tainted Tylenol. He was looking for our feedback. We told him we knew nothing about it because it was the first knowledge we had in this department. We learned more from the reporter than he did from us during that first call."

Chairman James Burke of Johnson & Johnson quickly formed a seven-member strategy team, directing them to answer two questions: "How do we protect the people?" "How can we save the product?" Johnson & Johnson immediately used public relations to warn consumers not to take Tylenol and to refrain from taking it until the extent of the tampering was determined. Tylenol production and advertising were also halted, and the product was removed from store shelves in the Chicago area. After discovering two more contaminated bottles, Johnson & Johnson took the major step of ordering a Tylenol national recall. Despite the small chance of discovering more cyanide-laced capsules, the national recall demonstrated the company's commitment to public safety. As a result, Johnson & Johnson came to be seen as a victim.

Aside from the national media alert and interviews, Johnson & Johnson:

- established a 1-800 hotline for consumers to call,
- Created a toll-free number for the media to call and receive recorded messages with the most recent crisis statements,
- Held press conferences at corporate headquarters and established a live satellite feed to the New York metropolitan area.
- Johnson & Johnson revealed the new Tylenol triple safety seal packaging at one of the press conferences: a glued box, a plastic seal over the neck of the bottle, and a foil seal over the mouth of the bottle.

The Tylenol crisis was a major national news story, with 90% of Americans hearing about it within the first week. Two news clipping services discovered over 125,000 news stories about the crisis. Despite the fact that the company was not responsible for the tampering, Johnson & Johnson provided counselling and financial assistance to the victims' families in addition to the recall and product packaging changes. The crisis transformed Johnson & Johnson's public relations strategy from reactive to proactive. Johnson & Johnson completely recovered the market share lost during the Tylenol crisis and re-established Tylenol as

one of the most trusted over-the-counter consumer products by handling the crisis deftly.

KFC and the shortage of chicken

Because of a chicken shortage, KFC was forced to close more than half of its 900 stores in the United Kingdom in February 2018. The irony of a chicken shop without any chicken was seized upon by the social and mainstream media, who ran with the story. The cause was a delivery issue after the chain switched its contract to DHL, which stated that a number of deliveries were cancelled or delayed due to 'administrative problems.' Customers vented on Twitter and went to McDonald's with their families. Some people even complained to local politicians. Then, even as it struggled to reopen its restaurants, KFC managed to completely change the narrative. It ran an extremely funny apology advertisement (especially to the brand's core younger consumers) while taking ownership of the situation.

Customers and the media praised the company for its deft handling of the situation, and it became the poster child for how to handle a crisis. Among the key components of a world-class crisis response plan are:

Understanding of the brand's key stakeholders, especially the core consumers: Who exactly are they? What happened to them? What are the most important considerations? What they are likely to be thinking when the brand is facing difficulties.

A grasp of the brand's promise and "voice." What is its position? How a brand responds to a crisis has the potential to strengthen or weaken trust in it.

KFC's clever, authentic, and borderline obscene response demonstrated that it was well aware of both of these factors.

It knew its target audience (young, hip, and irreverent) and used tone and language that was consistent with how the brand was positioned in other, more positive marketing. As a result, the criticism for the closed stores was quickly dispelled, and the sound of widespread applause for a model crisis response was heard.

Gillette

Gillette attempted to promote the values of the #MeToo anti-sexual harassment movement in 2019 with a video and advertisements. After a century of portraying men who use its products as alpha males and virile, the company in the video first depicted men bullying and mansplaining,

and then contrasted them with empathetic men who prevent others from misbehaving toward women. Despite some scattered praise, the video received twice as many dislikes as likes on YouTube, prompting calls for a boycott of Gillette. Users on Twitter chastised the company for stereotyping men and shaming its customers.

10.8 TO SUM IT UP

Most of the companies in reality, do not contemplate any crisis management that might require of them, should even a small disaster occur. There are instances as well when the handling of tragedies or serious crisis by the public relations staff turned out to be object lessons as to how a disaster could, in communication terms, be sympathetically viewed by the concerned publics. , PR has changed the situation to advantage merely by sympathetic communication with those involved in the community of what had happened, why and what action, both short term and long term, on sustained basis, was contemplated. This is the creation of goodwill and understanding even when disaster strikes.

A crisis brings risks into focus, the organizations instantly fall under media and government scrutiny; it reflects internal impact on employee morale, turns the community and opinion leaders into direct antagonists and drags the company into prolonged legal battles. In addition to financial losses, the company suffers, especially from PR standpoint, sever setbacks in reputation. It could be purposefully triggered by a group, such as terrorism, strike, sabotage, boycotts, or computer hacking, religious and ethnic conflict, or maladministration. Misconduct, fraud, or shifting values and behavioral patterns can all lead to a crisis. Effective communication strategies at all levels of the organization are therefore critical to managing a crisis. Not only can crises arise from clumsiness and insufficient management in organizational structures, but also from general economic uncertainty and volatility, technological developments, political, legal, social, and cultural changes, and strong competition resulting from disadvantages and effects of the international environment

When a company's economic survival is at stake, it can lose crores of rupees overnight if the public perceives management's response to the situation as lacking confidence. There are numerous dimensions to what constitutes a crisis for a business or organization. It may jeopardize the product's integrity, an organization's reputation and financial stability, the well-being of employees, the community, or consumers. As a specialized practice area within public relations, crisis management advises corporations on how to anticipate and manage media and other aspects of

a potential crisis or disaster. The management aims to prevent crises from occurring, but if the worst happens, effective crisis management can mean the difference between business as usual and disaster.

Since the crisis situation or disasters never give notice, and management are most likely to be caught napping, the professional PR person should have a crisis management plan kept ready and constantly updated from time to time, to cope up with the eventuality the planning for crisis is not a one-time activity, but something to be reviews and revised periodically. It is most important to maintain a good level of crisis response capability.

10.9 KEY WORDS

- **Crisis:** The term crisis is derived from the Greek word Krisis, which means "decision." A crisis is an unusual and unpredictable event or series of events that can disrupt an organization temporarily or permanently.
- **Public Relations:** The practice of managing the flow of information between an organization and the general public is known as public relations.
- **Mental filters.** One of the largest errors of judgment occurs when we choose to see only what we want to see.
- **Rationalization:** Creating excuses to justify a certain behavior or action. In crisis management it is often used to justify a faulty decision.
- **Denial of reality:** By refusing to perceive it or face it, one puts off a decision on dealing with it. This often includes discounting the positive when our actions have some positive effect.
- **Over-generalization:** Commonly tend to want to draw conclusions from situations occurring in an incident.
- **Projection:** Projection occurs when one's own thoughts, feelings, or motives are projected onto others. In the quickness of decision making we tend to view things from our own vantage point.
- **Mental disengagement:** It is difficult to continue to focus on all the factors involved, the results, the incoming data, and the outcomes. We therefore mentally disengage from the action momentarily.
- **Framing:** The way information and questions are posed has a great impact on how choices are structured.
- **Magnification:** The opposite of overgeneralization is magnification. In lieu of standing back and viewing the situation, we microscopically view what is happening.

- **Crisis management plan:** It outlines how your business will react if a crisis occurs. The plan should identify who will take action and what their roles will be.
- **Risk analysis:** Outlining of potential risk and arranging them in order of probability
- **Communication strategy:** It should include details about who will deliver the information as well as who's in charge of handling feedback.
- **Post-crisis assessment:** It reminds your team to follow up and assess what went well and what didn't

10.10. CHECK YOUR PROGRESS

1. What do you mean by crises? Why crises management is important for an organisation?

2. Elucidate the role of public relations in crisis management. Support your answer with reference.

3. State the decision making factors involved in crises management.

4. What is crisis management plan? How an effective crisis management plan is made?

5. What are the factors to be kept in mind while managing a crisis?

6. Write down about any real life crisis and state the measure that could have been used to prevent the respective one.

10.11 REFERENCES

Online Reading:

<https://www.investopedia.com/terms/c/crisis-management.asp>

<https://blog.hubspot.com/service/crisis-management>

<https://www.managementstudyguide.com/crisis-management.htm>

<https://www.everbridge.com/blog/what-is-crisis-management/>

<https://corporatefinanceinstitute.com/resources/knowledge/strategy/crisis-management/>

<https://corporatefinanceinstitute.com/resources/knowledge/strategy/crisis-management/>

<https://asana.com/resources/crisis-management-plan>

Online Videos:

<https://www.youtube.com/watch?v=xwYoJbsvIE4>

<https://www.youtube.com/watch?v=JAC0fksMovo> (Hindi)

<https://www.youtube.com/watch?v=LV0IIPrpS5A>

<https://www.youtube.com/watch?v=5atY3K68ecs>

<https://www.youtube.com/watch?v=IP-E75FGFkU>

https://www.youtube.com/watch?v=pP_LWTKi2f8 (Hindi)

Text References:

Crisis management: Resilience and change by Sarah Kovoov Misra

Crisis management: Theory and practice by Katarina Holla, Jozef Ristvej,
Michal Titko

Crisis management: Planning for the inevitable by Steven Fink

Manager's guide to Crisis management by Jonathan Bernstein

Collaborative Crisis management by Fredrick Bynander, Daniel Nohrsted

Crisis management planning and execution by Edward S. Devlin

Crisis management: A leadership perspective by Jerry D. Vanvactor

UNIT: 11

PR AND EVENT MANAGEMENT

:: STRUCTURE::

11.0 Learning Objectives

11.1 Introduction

11.2 Classification of Events

11.3 Benefits of Events

11.4 Objectives of Event Management

11.5 Role of Creativity

11.6 The Big Event Committee Structure

11.7 Functions of Event Management

11.8 To Sum It Up.

11.9 Key Words

11.10 Check Your Progress

11.1 References

11.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Have understanding of event and its classification.
- Have knowledge about benefits and objectives of events.
- Understand the role of creativity in events.
- Understand the event committee structure
- Knowledge about the functions of event management

11.1 INTRODUCTION

Events allow people to connect with their surroundings, spend time together, celebrate and experience the diversity of cultures, and foster creativity and innovation. They bring a community to life and allow a destination to showcase its tourism experience while increasing economic activity. Events play an important role in community development, lifestyle and leisure enhancement, cultural development, tourism promotion and increased visitation, volunteer participation, fundraising, and economic development. Above all, events foster a sense of fun and vibrancy, resulting in a strong sense of community connectivity, pride, and a sense of place.

There is no single definition of event that is universally accepted. Many authors have written about the definition of events and the various terms that are used to describe them. However, there is only limited agreement among the various studies on standardized terms.

An event is defined by the Accepted Practices Exchange Industry Glossary of TERMS (APEX, 2005) as "an organised occasion such as a meeting, convention, exhibition, special event, gala dinner, etc." An event is frequently made up of several distinct but related functions.

Goldblatt (2005) focuses on special events as —a unique moment in time, celebrated with ceremony and ritual to satisfy specific needs. Getz (2008) notes that events are spatial - temporal phenomena and that each is unique because of interactions among the setting, people, and management systems, including design elements and the program. He highlights the fact that the biggest appeal of events is that they are never the same, and that the guest has —to be there in order to enjoy the

experience fully. He suggests two definitions, from the perspective of the event organizers, as well as the guests:

1. A special event is a one-time or infrequently occurring event outside normal programmes or activities of the sponsoring or organizing body.
2. To the customer or guest, a special event is an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience.

Bowdin (2006) notes that the term —event has been used —to describe specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or corporate goals and objectives. Jago and Shaw (1998) suggest six features of special events. According to them, special events should: Attract tourists or tourism development , Be of limited duration , Be one-off or infrequent occurrence , Raise the awareness, image, or profile of a region, Offer a social experience , Be out of the ordinary.

A one-time or infrequently occurring event of limited duration that provides the consumer with a leisure and social opportunity beyond everyday experience, according to their definition. Such events, which attract or have the potential to attract tourists, are frequently held to raise a region's profile, image, or awareness.

Event can refer to a phenomenon, any observable occurrence, or an extraordinary occurrence. Marketing Guru, Philip Kotler, defines events as occurrences designed to communicate particular messages to target audiences. Suresh Pillai, Managing Director, Eventus Management, considers events as an additional media whereby two-way or active communication is possible.

11.2 CLASSIFICATION OF EVENTS

Events provide a distinct type of tourist attraction, ranging in size from small community festivals to international trade fairs and the largest global sporting events, such as the Olympic Games and the FIFA Football World Cup. One of the primary distinctions between events and traditional attractions is the length of time they have an impact on the host community or region. By definition, events are short-term, often lasting only one or two days, though some larger events can last significantly longer (e.g., weeks for the KumbhMela in India), whereas fixed attractions tend to draw visitors seasonally or over an extended period of time. When it comes to the magnitude and impact of events,

they fall into four broad categories. Mega events, Hallmark events, Major events, and local events are all types of events. The level of participation, audience/spectators, and media coverage, as well as the degree to which an event generates significant international demand for each, are typically recognized as determining the perceived scale and impact of events.

1. **MEGA EVENTS:** Major or mega-events are typically defined as having international appeal and true global reach. Such events have the potential to act as catalysts for local development and to provide a variety of economic, socio-cultural, environmental, and other benefits related to image, branding, and visitor economy expansion, to name a few. Mega-events, as the largest and most visible of all events, invariably necessitate the most significant and sophisticated infrastructure development, are typically the most expensive to host, and take the longest time from inception to delivery due to the competitive bidding process for such events. They also have the greatest legacy period. However, there are very few opportunities for cities and countries to host these mega-events. Some of the limitations in the organisation of these events include infrastructure, facility, transportation, and cross-cultural issues. Despite this, many countries continue to see the investment of resources required to bid for and potentially host these mega-events as a worthwhile one.

The specific aims and desired outcomes from a national perspective may differ between potential host candidates depending on their level of economic development, existing infrastructure, identified security needs, plans for urban regeneration, current and desired international image, maturity as a tourism destination, and sustainability credentials, to name a few. As a result, it is clear that different events provide different potential legacies, depending on the needs of the respective host city or country.

Getz (2005) defines them: —Mega-events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization. Another author, Hall, explains that mega events owe their name to their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community.

2. **HALLMARK EVENT:** These are the events that give the programme its distinct flavour. Hallmark events become so closely associated with the spirit and soul of a host community that they become synonymous with the place's name, gaining widespread recognition and awareness. Hallmark events are important and appealing to both participants and visitors because they draw a lot of attention from the public, contribute to the image of the destination, and help to keep and revitalise traditions. Classic examples of signature events include Goa's Carnival, Kullu's Dussehra, and the Khuajoroho Dance Festival. These events are associated with the very essence of these places and their people, and they generate significant tourist revenue as well as a strong sense of local pride and international recognition.
3. **MAJOR EVENT:** A major event is a large-scale event that generates a lot of public interest and media attention. Major events draw large crowds and help event organisers achieve good economic results. In the practise of event management, these events are frequently sports-oriented, with an international reputation and a clearly defined structure of competition, such as the Formula One Grand Prix or trade fair exhibitions held at Pragati Maiden New Delhi.
4. **LOCAL EVENTS:** A local event is one that is primarily intended for local audiences and is staged for social, fun, and entertainment purposes. These events frequently provide a variety of benefits, such as fostering community pride, strengthening a sense of belonging, and fostering a sense of place. They can also assist in introducing people to new ideas and experiences, encouraging participation in sports and arts activities, and promoting tolerance and diversity. In India, various local events such as Lohrai, Baisakhi, and exhibitions to display new products are celebrated.

11.3 BENEFITS OF EVENTS

From the standpoint of the visitor economy, the potential benefits of hosting major events include:

1. **Structural expansion of the visitor economy:** Visitors coming to a city or region for an event will help to boost the economy, with visitor spending having a multiplier effect on incomes throughout related supply chains. The host destination will benefit from the multiplier effect in terms of employment, income, and higher living standards.

2. **Alignment of tourism with other strategies:** The demands of hosting a major event can be used to promote an integrated whole-of-government approach and maximise synergies between relevant development and growth initiatives. Infrastructure built for events is one of the most visible and long-lasting legacies for a host city or region, and it can have a real impact on tourism growth.
3. **Marketing and promotion:**Pre-event branding associated with the successful hosting of a major event can provide long-term recognition of destination branding in key tourism markets, encourage return visits of attendees or participants, and provide a better understanding of the event's focus such as sport, arts and culture, food and wine, and so on.
4. **Environmental impacts:** The international focus that is often associated with major events can aid in prioritising work on an often underdeveloped or neglected built environment, increasing the attractiveness and competitiveness of destinations. Furthermore, in terms of branding, ensuring that events are managed in an environmentally friendly manner is becoming a high priority.

A positive legacy can encourage community and stakeholder support for an event, serve as a tangible return on investment, or serve as justification for government spending. To achieve a positive outcome, however, strategic planning well in advance of the event is required, as is the adoption of a long-term perspective and evaluation throughout the event lifecycle, from inception to post-event. Any infrastructure development must prioritize long-term use, ideally with funding and resources set aside for the post-games period.

11.4 OBJECTIVES OF EVENT MANAGEMENT

Every event must have a clearly stated overall aim; otherwise the event should not happen. Events demand a lot of concentrated effort and commitment. This commitment can only come out of a genuine belief among all participants that the aims are worthwhile and that they will be beneficial in the long term. As well as an overall purpose any specific event must have its own set of objectives, these must be clear and be set down in a way which will allow you to judge the success of the event after completion. Objectives should always be SMART.

- SPECIFIC to the particular event and particular aspects of it.

- **MEASURABLE** express the objectives in numbers and quantities.
- **AGREED** make sure all team members know the objectives.
- **REALISTIC** set objectives the organizing team can realistically achieve.
- **TIMED** set a timescale for achievement of the objectives.

Types of Events

- **Niche Events** – often with close links to the host destination, whether the connection is literary, culinary, adventure sports, music festivals etc. (e.g. Agra music festival). This category may also include events at the smaller end of the spectrum, such as Hemis Festival of Ladakh. Such events are relatively inexpensive to organise and are likely to attract a higher proportion of high spending international attendees.
- **Participatory Sports Events** – for example, the world masters games, world police and fire games, ironman events, and junior sports events. These are destination‘ events which attract thousands of competitors from outside the host country, most of whom bring multiple people with them (spouses, friends, family) and often extend their event related stay into a holiday.
- **Signature Cultural Events** – events which gain an international reputation as must see‘ and include, for example, South by South West (SXSW) in Austin, Texas, Sonar festival in Barcelona, White Nights in Melbourne, or the Edinburgh Fringe Festival and Hogmanay, in Scotland
- **International Sports Events** – for example, single or multi-sport events such as the World Cup Rugby, the Tour de France, and World Championships for a variety of sports (athletics, swimming, gymnastics etc.). Such events can not only bring in large numbers of participants and spectators but also achieve large worldwide television coverage and can play a significant role in raising the profile of the destination and the brand of the country. The biggest events of this type would be the Summer Olympic Games and the Football World Cup; however, smaller international sports events can have a similar effect on a smaller scale, often with less financial risk

11.5 ROLE OF CREATIVITY

Creativity is defined as the ability to create, bring into existence, invent into a new form, produce through imaginative skill, and make something new. Creativity is defined as the ability to generate new ideas by combining, changing, or reapplying existing ideas rather than the ability to create something from nothing. Creativity is also an attitude, the ability to accept change and newness, a willingness to experiment with ideas and possibilities, a flexible outlook, and the habit of enjoying the good while looking for ways to improve it. We are socialised to accept only a small number of permissible or normal things. Event management creativity benefits businesses by opening up new avenues for problem solving and growth that more traditional methods would not allow for. A creative approach to problems can lead to new and possibly previously unheard-of solutions.

There are numerous benefits to managers in an event management company who are creative. Some of these are as follows:

Obtaining growth

Workplace mentoring of teams

Identifying unusual perspectives within the business

Each of the benefits of creative managerial skills and their business applications is listed below.

- a. **Achieving Goals and Growth:** When event managers approach goals creatively, they gain the ability to achieve them more easily. A creative manager sees new ways to achieve these objectives. Whether it's how to increase profit or expand product offerings, the creative manager can see a path to new levels of success that other managers in the company cannot.
- b. **Fostering a Positive Workplace Mentality:** Lower-level employees frequently feel neglected as companies grow and processes change over time. Creative managers can help to change this mindset by implementing non-traditional techniques and ideas to involve people and teams in the company's success. Instead of taking ideas from the top, a creative manager might suggest having employees brainstorm ideas from their point of view. Employees do not always have the same information as management, so seeing problems or innovating ideas from within may result in new or profound ideas and information that can help form solutions to problems.

- c. **Finding Unlikely Perspectives:** An event management company must grow, adapt, and forge its own path to success in order to thrive. Creative leaders embrace unlikely and unpopular points of view. Contrary perspectives reveal new and exciting avenues that can be used to devise new and exciting changes to help the company thrive and grow.

11.6 THE BIG EVENT COMMITTEE STRUCTURE

The Events Committee was formed to plan, develop, and administer community, recreational, and cultural events within the budgetary guidelines approved by council each year, as well as to advise Council on short-term issues and long-term planning related to these events. The Events Committee works to stimulate and encourage events that meet the needs of the community while also providing the best opportunity to provide economic benefits and market prominent locations.

Functions and Responsibilities of the Committee

The Events Committee is to:

- Advise Council on recommendations for Council Expenditure prior to the annual budget cycle;
- Fund or co-fund any capital and maintenance improvements, within agreed budgets and delegations of staff;
- Develop and attract new events;
- Seek partnerships to develop new events;
- Provide advice when required regarding Council's major events and
- Evaluate events at the completion
 - a) **Executive Director/ President**
 - Reserve space for executive committee meetings
 - Plan and run executive committee meetings
 - Oversee all procedures day of the event
 - Plan and run —mock Big Event day
 - Oversee executive committees
 - Liaison between client and stakeholder

- Committee development – plan social activities for the executive board
- Work with partners on participant sign up and assignments to worksites

b) Treasure Revenue

- Create and manage budget
- Approve spending
- Oversee all Expenses

c) Vice President Events

- Set-up day of event
- Reserve all facilities for the day of the event
- Arranging all aspects
- Back Stage Management
- Work with local institutions and Police
- Work with Executive Director for —mock event
- Registration and other formalities on behalf of the Organization
- Form committee of visit each site
- Team Management Coordination
- Work on Team Manager Trainings
- Work with Parking Coordinator
- Create a parking plan
- Create a parking plan for rain plan
- Create and manage a team of volunteers for parking
- work with Ceremony Coordinator
- Solidify entertainment, including arranging sound and audio visual
- and set up of the day
- Manage entire event

d) Marketing Director

- Develop and maintain website
- Make sure guidelines are followed for advertising

- Work with Communication and marketing personnel
- Create and implement an Action Plan for Recruitment
- Develop and execute marketing materials for Recruitment
- Push registration for Big Event at Get on Board Day and other events
- Develop videos to promote The Big Event
- Decides in consultation with Marketing Advisor who will be the official spokesperson for The Big Event

e) Communication Sub Committee

- Develop all promotional marketing items
- Make and hang banners on campus
- Design t-shirt for committee and volunteers (work shirt and nice shirt)
- Update Logo
- Communication other Sub Committee
- Manage all social media accounts (Instagram, Twitter)
- Book showings for morning news programs
- Contact radio stations
- Photographer/videographer day of the event
- Organize the group picture during opening event host media on the day of The Big Event

f) Standards Sub Committee

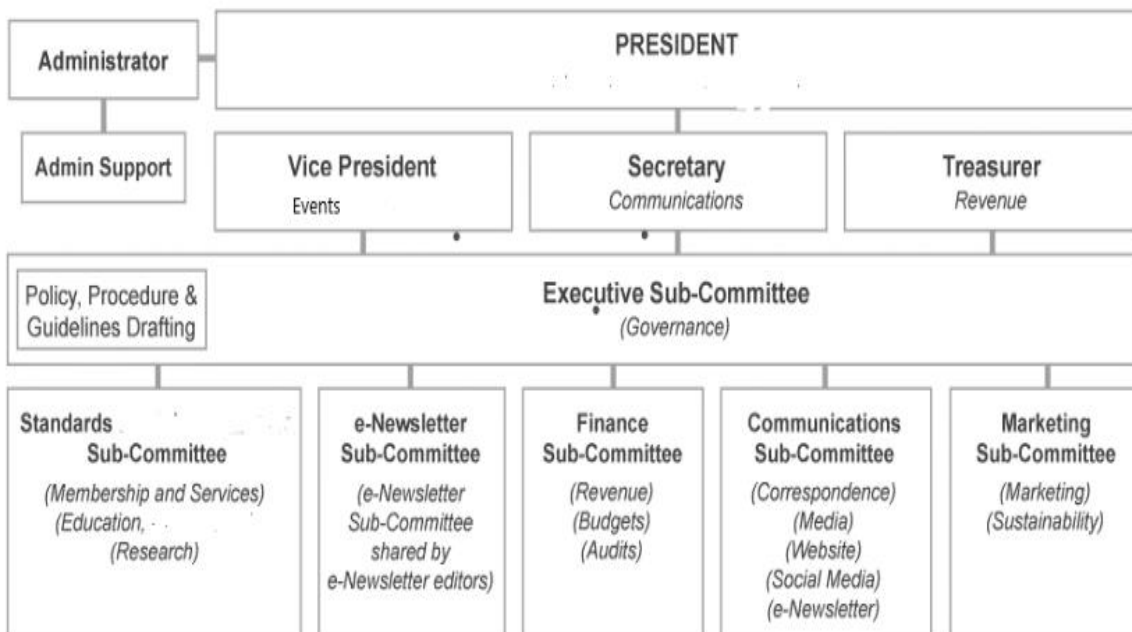
- Contact organizations in about participating
- Work with Marketing Director
- Present for Organization Expo at orientation
- Create and implement an Action Plan for Recruitment, including:
 - Coordinate interest meetings

g) Finance Sub Committee

- Manage the monetary donations
 - Write thank you notes to key players in the day and to any donors

- Gather any donations
- Communicate with Finance Director
- Govern sponsorship letters and make sure we deliver on what is on the letter to sponsors
- In kind Sponsorship Coordinator
- Seek donations/sponsorships from various restaurants and stores for ceremony food, volunteer snacks and water, and possibly for fundraising events.

Coordination among subcommittees is the unification and integration of group members' efforts and the provision of unity of action in the achievement of common goals. It is a hidden force that connects all other management functions. No management function can be performed efficiently unless the activities associated with the function are coordinated. Coordination is beneficial in achieving the organization's goals. Coordination among subcommittees is an ongoing process that cannot be stopped. Individual activities are not used in coordination; instead, group activities are preferred. Managers must make special efforts to coordinate. Coordination does not happen by itself. Coordination leads to action unity. It is required at all levels of management to achieve the organizational goal.



11.7 FUNCTIONS OF EVENT MANAGEMENT

1. **Planning:** The goal of planning is to maximize resource utilization across the board. Given the complexities of decision making and the need for various event activities, a cross-functional team is required. Beginning with an understanding of the client profile, the event brief, the target audience and number expected, a major component of any event that follows is the preparation of the event budget. The planning function is responsible for micro-level event coordination activities such as liaising with the creative team to discuss, facilitate, and arrange for technical specifications such as sound, light, stages, and sets. One of the most difficult tasks in the planning function is shortlisting artists and standby artists in accordance with the dictates of the creative artists. Soft issues such as whether the show will be ticketed, non-ticketed, fully or partially sponsored are also considered during the planning process. The event is then risk-rated by planners.

Defining arrangements for the quality of hospitality and the dress code of the hosts/hostesses depending on the audience profile, as well as deciding on the appropriate food and beverages to be served on the occasion, are all planning functions. This is especially true because the security and other arrangements will differ depending on the type of beverages served. Inflows to the event company are primarily derived from a combination of sponsorships, ticket sales, commissions, event production charges, artist management fees, and infrastructure and equipment rental charges, as shown in the cash flow statement. All of these flows must be at the same time, on the outflow side, there are headings such as supplier payments, venue hiring charges, payment to artists and performers, and so on.

The major outflows, however, are primarily related to event production, as well as licensing and tax payment liabilities. The mode of payment for events ranges from partial payments to cash payments and is mutually agreed upon by the parties involved and authenticated in the form of a contract following negotiations. Penalty clauses for payment defaults may also be included. The actual payment plan can be worked out depending on the nature of the project, the relationship with the clients, and the objectives of both the client and the organiser.

This could include a certain amount paid in advance, a certain amount paid upon completion of specific milestones, and finally payment of the balance amount either at the start of the event or at

the end of the event. A certain amount must be taken as an advance to cover working capital requirements. The planning function establishes the boundaries of the creative function by supplying the constraints that the creative team must work within. It deals with hard practical realities such as logistics, such as material transportation, travel, and lodging, and networking, such as media planning, ad designs, banner printing, and ticket invite design and printing. It attempts to create a perfect picture of the event flow and to define and control the inflow and outflow of money prior to, during, and after the event. As a result, it is critical that the planning function plays an important role in event preparation. Furthermore, because the time frame for decision making is limited, planning becomes an even more important function.

2. **Organizing:** These events typically have a team-based work environment and a project-type organizational structure, with responsibility assigned to the event's relevant staff members. Coordination of the necessary arrangements is divided among the team members. Understanding organizing in the context of event management entails describing the activities required for an event, identifying individual and team tasks, and allocating responsibilities to coordinators. The process also includes a clear separation of powers and delegation of authority. This type of exercise aids in the development of an intentional structure for the clarification of roles and positions. Depending on the resources available, these structures change with almost every event. In event management, project-based structures are more common. Event coordinators are primarily responsible for event organization. One of the most important functions of the event coordinator is to contact the artist or performers and, in the event of absence or dropout, to make standby arrangements. After the planning and creative functions have worked out the game plan, the event coordinator works with the artist to finalize the date, terms, and conditions. This is followed by the planning and construction of the necessary infrastructure. Following the planning and coordination with professionals for the physical availability of the sound, lights, stage, sets, and seating, some softer aspects of organizing are arranged. These include handling publicity, which includes press meetings, releases, and so on, as well as handling ticketing and invitations. Once the requirements are determined during the planning stage, the coordinator is

responsible for obtaining permissions and licenses from various government departments. Organizing functions include arranging for hospitality management such as lodging, food and beverages, hostesses, and so on, as well as contacting sponsors to ensure that the event organizers' commitments to their clients are met. In a nutshell, organizing is the process of making an event happen within the constraints defined by planning.

3. **Staffing:** Event management staffing requirements are defined by functional responsibilities in a project-type organisational structure. In event management, the importance of team structure, experience, background, and expertise of team members is critical. The size and availability of resources in the events enterprise, to some extent, define the exact role of the staff members. Manpower with diverse expertise is required in event management to manage diverse activities. A large firm allows for more specialised functional personnel with limited functional responsibilities, whereas a small firm does not.
4. **Leading and Coordination:** The sum and substance of events revolves around interpersonal abilities. The primary goal of coordination is to achieve synergy among individual efforts in order to achieve the team goal. The overall coordinators must be managers with exceptional people skills. Given the physical nature of the job, the time constraints involved, and the one-time nature of the event, they are constantly required to motivate the staff and other junior coordinators to work extremely hard.

11.8 TO SUM IT UP

Events allow people to connect with their surroundings, spend time together, celebrate and experience the diversity of cultures, and foster creativity and innovation. They bring a community to life and allow a destination to showcase its tourism experience while increasing economic activity. Events play an important role in community development, lifestyle and leisure enhancement, cultural development, tourism promotion and increased visitation, volunteer participation, fundraising, and economic development. Above all, events foster a sense of fun and vibrancy, resulting in a strong sense of community connectivity, pride, and a sense of place.

Events provide a distinct type of tourist attraction, ranging in size from small community festivals to international trade fairs and the largest global sporting events, such as the Olympic Games and the FIFA Football World Cup. One of the primary distinctions between events and

traditional attractions is the length of time they have an impact on the host community or region. One of the primary distinctions between events and traditional attractions is the length of time they have an impact on the host community or region. When it comes to the magnitude and impact of events, they fall into four broad categories. Mega events, Hallmark events, Major events, and local events are all types of events. The level of participation, audience/spectators, and media coverage, as well as the degree to which an event generates significant international demand for each, are typically recognized as determining the perceived scale and impact of events. Every event must have a clearly stated overall aim; otherwise the event should not happen. Events demand a lot of concentrated effort and commitment. This commitment can only come out of a genuine belief among all participants that the aims are worthwhile and that they will be beneficial in the long term. As well as an overall purpose any specific event must have its own set of objectives, these must be clear and be set down in a way which will allow you to judge the success of the event after completion and

For the effective and efficient management of any event the Events committee plays a vital role as It is formed to plan, develop, and administer community, recreational, and cultural events within the budgetary guidelines approved by council each year, as well as to advise Council on short-term issues and long-term planning related to these events. It works to stimulate and encourage events that meet the needs of the community while also providing the best opportunity to provide economic benefits and market prominent locations. No management function can be performed efficiently unless the activities associated with the function are coordinated. Coordination is beneficial in achieving the organization's goals. Coordination among subcommittees is an ongoing process that cannot be stopped. Individual activities are not used in coordination; instead, group activities are preferred. Managers must make special efforts to coordinate. Coordination does not happen by itself. Coordination leads to action unity. It is required at all levels of management to achieve the organizational goals.

11.9 KEY WORDS

Concert: A public performance of music (singer(s) and/or instrumentalist(s)) with entertainment purposes. Concerts could have various forms: indoor or outdoor, paid or free, for-profit or fundraising/cause events.

Cultural Event: An event related to and honoring culture in its various forms and aspects and considered as valuable, enriching and enlightening for the society.

Fair: A public, live event gathering people for a variety of entertainment or commercial activities. It could last from one afternoon to several weeks.

Incentive Travel / Incentive: A form of group travel, paid by companies to reward their top performers or customers by sending them on unforgettable trips of a few days' duration. Incentive events are always live'/in-person events.

Live Event: Live' events or in-person events are events whose attendees are physically present at a certain (physical) location as opposed to online or virtual events.

Goal: A specific intended result of a strategy; often used interchangeably with Objective.

Organization: The command, control and feedback relationships among a group of people and information systems. Examples: a private company, a government agency.

Stakeholder: An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization's products and services. Stakeholders influence programs, products, and services

11.10 Check Your Progress

1. What do you mean by an event? Explain its objectives.

2. State the benefits of events with relevant references.

3. Classify events. Explain types of events with references.

4. Explain the role of creativity in an event management company.

5. Write down the functions of an event management company with suitable references.

11.11 REFERENCES

Online Reading:

https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf
<https://www.cbbhandarijaincollege.com/static/PRINCIPLES-OF-EVENT-MANAGEMENT.pdf%201-e2bd3fbbad8f0de4da5261ff938086e.pdf>
<https://www.thebalancesmb.com/what-is-event-management-4067066>
<https://www.indeed.com/career-advice/finding-a-job/what-is-event-management>
<https://eventacademy.com/news/what-is-event-management/>
<https://www.cvent.com/en/blog/events/what-is-event-management>

Online Videos:

<https://www.youtube.com/watch?v=4uUHXFrf8s> (Hindi)
<https://www.youtube.com/watch?v=hQxq144pSII> (Hindi)
<https://www.youtube.com/watch?v=1u-9EtZXH7I>
<https://www.youtube.com/watch?v=iRr4uzGYg68>

<https://www.youtube.com/watch?v=VpeqCDn9uVY>

Text References:

- Event management: An introduction by Charles Bladen, James Kennell and Emma Abson
- Event planning: Management and marketing for successful events by Alex Genadinik
- Event planning and management: A successful handbook of PR by Ruth Dowson and David Bassett
- Event management: A professional and development approach by Ashutosh Chaturvedi
- Event management for dummies by Laura Capell

UNIT : 12

**ETHICS AND PUBLIC
RELATIONS**

:: STRUCTURE::

12.0 Ethics and Public Relations

12.1 Introduction

12.2 Image Public Relations- Spin Doctoring

12.3 Principles of Public Relations Practice

12.4 IPRA Code of Conduct

12.4 IPRA Code of Conduct

12.6 PRSI Code of Ethics

12.7 Unethical Practices in Public Relations

12.8 To Sum It Up.

12.9 Key Words

12.10 Check Your Progress

12.11 References

12.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the ethics and principle of public relations
- Understand IPRA code of conduct
- Understand PRSA code of conduct
- Understand PRSI code of conduct
- Understand unethical practices in public relations

12.1 INTRODUCTION

Every profession necessitates sincerity and devotion in accordance with certain written and unwritten rules of conduct. A sense of belonging to the cause, which instils morality. In the professional world, whether it is medical, engineering, or law, graduates take an oath to follow professional ethics before beginning their duties and responsibilities. PR has earned the reputation of a lobbyist, publicist, or propagandist – all of which have negative connotations. Worse, many people regard public relations as a "wine and dine" affair. There can be no smoke without fire, and the actions of public relations professionals are primarily to blame for this state of affairs. Ethics entails more than simply following the law. It is more about morality than legality. Law and morality are closely related, but they are not the same thing. Every stage has its own professional code of ethics. Because public relations is a public communication function with the ability to influence public opinion, there are more ethical requirements for PR professionals. The historical association of public relations with all things unethical – lying, spin-doctoring, and even espionage – leads critics to argue that the term "PR Ethics" is an oxymoron.

The modern public relations profession began with the era of 'the public be damned.' Initially, public relations was focused on generating publicity at any cost. However, Public Relations, like any other profession, has matured. As the profession grew, so did the need for an ethical code of conduct. With his emphasis on telling the truth and providing accurate

information, Ivy Lee promoted the practice into the "public be informed" era in 1906 with his "declaration of principles."

In the 1960s, the profession became more ethical and socially responsible, and a professional code of ethics known as the Code of Venice was introduced. The International Public Relations Association adopted this in 1961. (IPRA). The Code's goal was to "establish accepted standards of professional ethics and behaviour in the field of public relations to be followed by all members of the association worldwide." This was the first comprehensive code of conduct, and it served as the foundation for similar codes of conduct adopted by numerous national public relations associations.

12.2 IMAGE PUBLIC RELATIONS- SPIN DOCTORING

Following steady decline in professional standards and regular. Due to complaints from the media and other sources, the issue of ethics was brought to the forefront in the late 1950s. Because PR is an organization's visible face, its own image remains a primary concern for the public and management. As a result, after a series of deliberations, PR practitioners around the world realized the need for certain principles of practice. It is the moral responsibility of a public relations professional to instill those values. The qualities suggested in these guidelines and understanding of those principles which PR's edifice is built on.

Spin Doctoring

The term "spin" refers to the act of spinning yarn and is commonly used in ball sports such as billiards, baseball, and cricket to describe the act of bowling, pitching, or hitting a ball in the air so that it rotates and changes direction or speed. News, like a ball, can be pitched to project a specific idea or interpretation of events in the manner desired by the pitcher. Spin is thus the presentation of information about events, actors, or organizations in a more favorable light than it actually is.

The term "doctoring" has two distinct meanings. It can refer to the act of giving advice and counselling to patients, as medical doctors do, but it can also refer to the act of changing something in such a way that it is favorable to oneself, or even falsifying contents. In popular culture, the act of doctoring has historically been associated with untrustworthy and deceptive activities. As a result, spin doctoring is a technique of

manipulating stories and even telling lies in order to turn communications into propaganda.

Spin doctoring is a derogatory term for public relations activities carried out by political institutions, political actors, or corporations that highlight or exaggerate the most positive aspects of something. The term does not refer to a profession, such as public relations, or a neutral activity, such as political communication; rather, it is a biased expression used by journalists to disparage the work of public relations experts. The term is commonly used to describe deceptive and manipulative campaigns and communications. This technique is used by governments, political actors, and corporations to protect their image, achieve consensus and public support, and sell their ideas and opinions. The concept of spin doctoring in politics is linked to the process of medialization, which has made politicians and political institutions more concerned with their appearance and how they are represented in the media than with political reality.

12.3 PRINCIPLES OF PUBLIC RELATIONS PRACTICE

Instead of readymade formulae to sail through troubled waters, the modern PR concept embraces PR activity as an integral part of the management philosophy. With the emergence of democracy as a sacred political ideology, the public's desire to be informed about public affairs grew exponentially. Public criticism also served as a check for democratic voices. To counteract this criticism, governments used public relations, which evolved into the role of publicist and propagandist. The conduct of a public relations practitioner reflects the organization he or she represents; thus, his or her behavior must go far beyond ignoring legal ramifications. It should be just, honest, and governed by the rule of law.

The public will quickly discern whether the PR messages are flattery and lies or carry conviction for being logical and ethical. The governing principles of conduct and behavior are known as ethical rules. Ethical behavior requires that the principle on which we act or follow be one that we can recommend to others. Public relations professionals should be aware of the rules that govern the profession, act with discretion, extend their role to society, and embrace the concept of corporate social responsibility.

The scrupulous treatment of employees, clients, and belonging to the organization by PR practitioners would go a long way toward keeping the profession free of criticism. The importance of public relations, misbehavior, self-promotion, and publicity stunts cause unwarranted

damage to the business. Public relations professionals must understand that increasing the flow of information and projecting the human face of their organization results in a positive image. As a result, the responsibility to use fair means to achieve the objectives and the organization's motivation for high performance would eventually earn the practitioners and the profession a good reputation. The need for a common code of conduct for public relations practitioners was recognized as early as 1965, when international public relations organizations took the issue of ethics seriously. In order to build and maintain a good reputation and instill values, the societies of PR practitioners have prescribed a code of ethics. As representative bodies of the PR fraternity, the PRSI, RRSA, IPRA, and others have adopted a code of conduct outlining the do's and don'ts of the profession.

12.4 IPRA CODE OF CONDUCT

The following code of conduct was adopted by International Public Relations Association in its general assembly in Venice, May 1961 and is binding on all members of the association. Personal and Professional Integrity It is understood that by personal integrity is meant the maintenance of both high moral standards and a sound reputation. By professional integrity is meant observance of the constitution, rules and, particularly, the code as adopted by IPRA.

Conduct towards Clients and Employers:

1. A member has a general duty of fair dealing towards his clients and employers, past and present.
2. A member shall not represent conflicting or competing interest without the express consent of those concerned.
3. A member shall safeguard the confidences of both present and former clients and employers.
4. In performing services for a client or employer a member shall not accept fees, commissions or any other valuable considerations in connection with those services from anyone other than his client or employer without the express consent of his client or employer, given after a full disclosure of facts.
5. A member shall not propose to a prospective client or employer that his fee or other compensation be contingent on the achievement of certain results; nor shall he enter into any fee agreement to the same effect.

Conduct towards the Public and the Media:

1. A member shall conduct his professional activities in accordance with the public interest, and full respect for the dignity of the individual.
2. A member shall not engage in any practice which tends to corrupt the integrity of channels of public communication.
3. A member shall not intentionally disseminate false or misleading information.
4. A member shall at all times seek to give a balanced and faithful representation of the organization he serves.
5. A member shall not create any organization to serve some announced cause but actually to serve an undisclosed special or private interest of a member or his client or his employer, nor shall he make use of it or any such existing organization.

Conduct towards Colleagues:

1. A member shall not intentionally injure the professional reputation or practice of another member. However, a member has evidence that another member has been guilty of unethical, illegal or unfair practices violation of this code; he should present the information to the Council of IPRA.
2. A member shall not seek to supplant another member with his employer or client.
3. A member shall cooperate with fellow members in upholding and enforcing this code.

12.5 PSRA CODE OF CONDUCT

Members of the Public Relations Society of America base their professional principles on the fundamental value and dignity of the individual, holding that the free exercise of human rights, especially freedom of speech, freedom of assembly and freedom of the press, is essential to the practice of public relations. The code of conduct adopted by the society is as follows:

1. A member shall deal fairly with clients or employers. Past and present, with fellow practitioners and the general public.
2. A member shall conduct his or her professional life in accordance with the public interest.

3. A member shall adhere to truth and accuracy and to generally accepted standards of good taste.
4. A member shall not represent conflicting or competing interests without the express consent of those involved, given after a full disclosure of the facts; nor place himself or herself in a position where the member's interest is to many be in conflict with a duty to a client, or others ,without a full disclosure of such interests to all involved.
5. A member shall safeguard the confidence of present and former clients as well as of those persons or entitles who have disclosed confidences to a member in the context of communication relating to an anticipated professional relationship with the member and shall not accept retainers or employers.
6. A member shall not engage in any practice which tends to corrupt the integrity or channels of communications or the process of government.
7. A member shall not intentionally communicate false or misleading information and is obligated to use care to avoid communication of false or misleading information.
8. A member shall be prepared to identify publicly the name of the client or employer on whose behalf any public communication is made.
9. A member shall not make use of any individual or organization purporting to serve or represent an announced cause, or purporting to be independent or unbiased, but actually serving an undisclosed special or private interest of a member, client or employer.
10. A member shall not intentionally injure the professional reputation or practice or practice of an other practitioner.
11. If a member has evidence that another member has been guilty of unethical illegal or unfair practices, including those in violation of this code, the member shall present the information promptly to the proper authorities of the society for action in accordance with the procedure set forth in article xii of the bylaws.
12. A member called as a witness in proceeding for the enforcement of this code shall bound to appear, unless excused for sufficient reason by the judicial panel.
13. A member, in performing services for a client or employer, shall not accept fees, commissions or any other valuable consideration from

anyone other than the client or employer, given after a full disclosure of the facts.

14. A member shall not guarantee the achievement of specified results beyond the member's direct control.

15. A member shall, as soon as possible, sever relations with any organization or individual if such relationship requires conduct contrary to the articles of this code.

12.6 PRSI CODE OF ETHICS

Public Relations Society of India (PRSI) has been set up in 1958 with headquarter at Mumbai with an objective to promote the recognition of public relations as a profession and to formulate and interpret to the public the objectives and the potentialities of public relations as a strategic management function. PRSI adopted International Code of Ethics for Public Relations at the First All India Public Relations Conference, New Delhi, April 21, 1968.

CONSIDERING that all Member countries of the United Nations Organization have agreed to abide by its Charter which reaffirms "its faith in fundamental human rights, in the dignity and worth of the human person" and that having regard to the very nature of their profession, Public Relations practitioners in these countries should undertake to ascertain and observe the principles set out in this Chapter, CONSIDERING that, apart from "rights", human beings have not only physical or material needs but also intellectual, moral and social needs, and that their rights are of real benefits to them only in so far as needs are essentially met, CONSIDERING that, in the course of their professional duties and depending on how these duties are performed, Public Relations practitioners can substantially help to meet these intellectual, moral and social needs, And lastly, CONSIDERING that the use of techniques enabling them to come simultaneously into contact with millions of people gives Public Relations practitioners a power that has to be restrained by the observance of a strict moral code. On all these grounds the Public Relations Society of India hereby declares that it accepts, as its moral charter the principles of the following Code of Ethics, and that if, in the light of evidence submitted to the Society, a member of this Society should be found to have infringed this Code in the course of his professional duties, he will be deemed to be guilty of serious misconduct calling for an appropriate penalty. Accordingly, each Member of this Society -

SHALL ENDEAVOUR

1. To contribute to the achievement of the moral and cultural conditions enabling human beings to reach their full stature and enjoy the indefeasible rights to which they are entitled under “Universal Declaration of Human Rights”;
2. To establish communication patterns and channels which, by fostering the free flow of essential information, will make each member of the group feel that he is being kept informed, and also give him an awareness of his own personal involvement and responsibility and of his solidarity with other members;
3. To conduct himself always and in all circumstances in such a manner as to deserve and secure the confidence of those with whom he comes into contact;
4. To bear in mind that because of the relationship between his profession and the public, his conduct - even in private - will have an impact on the way in which the profession as a whole is appraised.

SHALL UNDERTAKE

5. To observe, in the course of his professional duties, the moral principles and rules of the “Universal Declaration of Human Rights”;
6. To pay due regard to, and uphold, human dignity, and to recognize the right of each individual to judge for himself;
7. To establish the moral, psychological and intellectual conditions for dialogue in its true sense, and to recognize the right of the parties involved to state their case and express their views;
8. To act, in all circumstances in such a manner as to take account of the respective interests of the parties involved: both the interests of the organization which he serves and the interests of the publics concerned;
9. To carry out his undertakings and commitments which shall always be so worded as to avoid any misunderstanding, and to show loyalty and integrity in all circumstances so as to keep the confidence of his clients or employees, past or present and of all the publics that are affected by his actions.

SHALL REFRAIN FROM

10. Subordinating the truth to other requirements;

11. Circulating information which is not based on established and ascertainable facts;
12. Taking part in any venture or undertaking which is unethical or dishonest or capable of impairing human dignity and integrity;
13. Using any “manipulative” methods or techniques designed to create subconscious motivations which the individual cannot control of his own free will and so cannot be held accountable for the action taken on them.

Global Protocol on Ethics in Public Relations

The Global Alliance provides sound guidance for member agencies on ethical behaviour through its Global Ethics Protocol on Public Relations, written in 2002. Member societies have incorporated the principles of this protocol in their own codes of ethics. The Global Ethics Protocol contains, among other things, a declaration that members work to enhance the reputation of the PR business by remaining objective and by accepting a duty to a broader society than the client he or she represents.

Declaration of Principles

- A profession is distinguished by certain characteristics or attributes, including:
- Mastery of a particular intellectual skill through education and training
- Acceptance of a duty to a broader society than merely to one’s clients/ employers; Objectivity; and High standards of conduct and performance.

We base our professional principles, therefore, on the fundamental value and dignity of the individual. We believe in and support the free exercise of human rights, especially freedom of speech, freedom of assembly, and freedom of the media, which are essential to the practice of good public relations. In serving the interest of clients and employers, we dedicate ourselves to the goals of better communication, understanding, and cooperation among diverse individuals, groups, and institutions of society. We also subscribe to, and, support equal opportunity of employment in the public relations profession and in lifelong professional development. We pledge: To conduct ourselves professionally, with integrity, truth, accuracy, fairness, and responsibility to our clients, our client public’s, and to an informed society; To improve our individual competence and advance the knowledge and proficiency of the profession through continuing education and research and, where available, through the pursuit of professional accreditation; and To adhere to the principles

of the Code of Professional Standards for the Practice of Public Relations.

12.7 UNETHICAL PRACTICES IN PUBLIC RELATIONS

Paid News

The media, known as the fourth pillar of democracy, serves as a repository for public trust. All news stories published in the media are assumed to be objective, correct, and trustworthy. In contrast to advertising, no one pays the media to publish or broadcast objective news.

However, some media organizations publish or broadcast in favor of specific individuals, organizations, or corporate entities for monetary reasons. They disguise promotional content, which should be advertising, as news. This is referred to as Paid News. In other words, 'paid news' is a form of advertising disguised as news.

Paid news is defined by the Press Council of India as "any news or analysis appearing in any media (Print & Electronic) for a price in cash or kind as consideration." According to the Press Council of India, "news should be clearly demarcated from advertisements by printing disclaimers, and should be strictly enforced by all publications." In terms of news, it must always include a credit line and be set in a typeface that distinguishes it from advertisements. However, the distinction between "news" and "paid news" is frequently blurred. Such news is presented in such a way that the reader believes it is editorial content. These are presented in the same font and style as news in newspapers or on television. Such content is typically provided by the organization or individual paying for it, though journalists working in newsrooms may be asked to write content to meet the needs of the advertiser.

Paid news has an impact on the impartiality of the media. It provides incorrect information to the public, limiting their ability to form correct judgments and opinions. Paid news misleads the public because it is intended to achieve a specific outcome by the entity that pays for it. Such news has an impact on voter behavior and thus poses a threat to democracy. Because it promotes advertising as news, it destroys journalism's soul - truth, fairness, objectivity, accuracy, responsibility, and impartiality. Because truthfulness is at the heart of the global PR Code of Ethics, any practice that misleads the public is unethical and morally wrong. Even India's Election Commission has proposed making Paid News an offence. Confusion or misinformation of the general public

will not only bring a negative reputation to the organization or individual, but will also undermine the credibility of the PR profession.

Envelope Journalism

The bribe is given to the journalist in the form of hard cash or another material incentive in exchange for favorable editorial news coverage. During corporate press events and press conferences, it has been observed that journalists are given cash in an envelope along with the press kit. Reporters are frequently paid to suppress bad news or highlight good news about a company. It is sometimes argued that the cash incentive is given in exchange for the journalist's time and energy spent on the story. This practice is considered unethical because it undermines media neutrality. It is unethical, illegal, and morally repugnant. Because the media has a significant influence on shaping public opinion, news stories generated by such means have an impact on right opinion formation. It may provide short-term PR benefits, but it can cause irreparable damage to the reputation of the organization or individual in the long run. Such unethical tactics should not be used by public relations professionals.

Paid Appearance

Paid Appearance is the practice of paying money to appear in a television programme. Corporate entities and politicians frequently use this technique to promote their organization or themselves by appearing on a popular TV show, panel discussion, talk show, or interview programme. As a representative of the company, the Spokesperson or Senior Executive appears. This practice promotes undeserving individuals or organizations to appear on popular television channels. To promote a product, products are sometimes placed in place of people in a popular news programme or TV show. The promotional message is covered as news, which lends credibility to it. The message is delivered by the TV show as a third party, with no mention of the paid appearance. This is yet another unethical practice.

Special Supplement

A Special Supplement is an extra publication by a newspaper or magazine that contains news and articles on a specific theme or topic. This is included for free with the main publication. The content of special supplements is softer than that of the main publication. These special supplements usually cover a specific topic or theme such as real estate, environment, banking, etc. and are published on a specific day or to mark

a specific occasion or event such as Durga Puja, Independence Day, or the publication's anniversary, etc.

The main goal of the special supplement is to attract advertisers. As a result, these supplements include promotional materials. A special supplement on real estate, for example, may include articles about regional real estate trends. It may also include a feature article on a project by a specific advertiser as well as real-estate company advertisements. Similarly, a health supplement will include articles on heart disease as well as an advertisement for Cardiology Speciality Hospital. Supplements, when used correctly and ethically, can be an effective PR tool. However, in some cases, the majority of the content in a special supplement is written by advertisers, even if it appears to be written by the newspaper's editorial staff. A general reader would not be able to tell the difference and would mistake the promotional articles for editorial coverage. This is a betrayal of public trust and a violation of public relations ethics.

12.8 TO SUM IT UP

Ethics entails more than simply following the law. It is more about morality than legality. Law and morality are closely related, but they are not the same thing. Every stage has its own professional code of ethics. Because public relation is a public communication function with the ability to influence public opinion, there are more ethical requirements for PR professionals. As the profession grew, so did the need for an ethical code of conduct. With his emphasis on telling the truth and providing accurate information, Ivy Lee promoted the practice into the "public be informed" era in 1906 with his "declaration of principles."

In the 1960s, the profession became more ethical and socially responsible, and a professional code of ethics known as the Code of Venice was introduced. The International Public Relations Association adopted this in 1961. The Code's goal was to "establish accepted standards of professional ethics and behavior in the field of public relations to be followed by all members of the association worldwide." PR practitioners around the world realized the need for certain principles of practice. It is the moral responsibility of a public relations professional to instill those values. The qualities suggested in these guidelines and understanding of those principles which PR's edifice is built on.

With the emergence of democracy as a sacred political ideology, the public's desire to be informed about public affairs grew exponentially. Public criticism also served as a check for democratic voices. To

counteract this criticism, governments used public relations, which evolved into the role of publicist and propagandist. The conduct of a public relations practitioner reflects the organization he or she represents; thus, his or her behavior must go far beyond ignoring legal ramifications. It should be just, honest, and governed by the rule of law. Public relations professionals must understand that increasing the flow of information and projecting the human face of their organization results in a positive image. As a result, the responsibility to use fair means to achieve the objectives and the organization's motivation for high performance would eventually earn the practitioners and the profession a good reputation.

12.9 KEY WORDS

- **Ethics:** Science of conduct or moral responsibility.
- **Code:** Any system of rules and regulations.
- **Code of Venice:** A professional code of ethics introduced in 1960.
- **IPRA:** International Public Relations Association, adopted in 1961.
- **Goal of IPRA:** To "establish accepted standards of professional ethics and behavior in the field of public relations to be followed by all members of the association worldwide."
- **Spin doctoring:** It refers to a technique of manipulating stories and even telling lies in order to turn communications into propaganda.
- **PSRA:** Public Relations Society of America
- **Goal of PSRA:** They base their professional principles on the fundamental value and dignity of the individual, holding that the free exercise of human rights, especially freedom of speech, freedom of assembly and freedom of the press, is essential to the practice of public relations.
- **PRSI:** Public Relations Society of India, set up in 1958 with headquarter at Mumbai
- **Objective of PRSI:** To promote the recognition of public relations as a profession and to formulate and interpret to the

public the objectives and the potentialities of public relations as a strategic management function.

- **Paid news:** When media organizations publish or broadcast in favor of specific individuals, organizations, or corporate entities for monetary reasons. They disguise promotional content, which should be advertising, as news.
- **Envelope Journalism:** It is a term used to describe the practice of bribing journalists in exchange for favorable media coverage.
- **Paid appearance:** It is the practice of paying money to appear in a television programme.
- **Special Supplement:** It is an extra publication by a newspaper or magazine that contains news and articles on a specific theme or topic. This is included for free with the main publication.

12.10 QUESTIONS FOR SELF IMPROVEMENT

1. What do you mean by ethics? What is the importance of ethics in Public relations?

2. What do you mean by spin doctoring? What is its role in public relations?

3. Why the need of PR principle occurred? Support your answer with reference.

4. What is IPRA? What are its code and conduct towards clients and employee.

5. What do you mean by PSRA? State its code of conducts.

6. What is PRSI? Why and when it was established?

7. State the functioning and principles of PRSI.

8. Write short note on the following:

a) Declaration of principle

b) Global protocol on ethics in public relations

9. What are the unethical practices in public relations? Support your answer with references.

13.11 REFERENCES

Online Reading:

<https://instituteforpr.org/ethics-and-public-relations/>

<https://pagecentertraining.psu.edu/public-relations-ethics/introduction-to-public-relations-ethics>

<https://reputationtoday.in/importance-of-ethics-in-public-relations/>

<https://www.forbes.com/sites/forbesagencycouncil/2021/11/23/ethics-as-the-voice-of-pr-championing-truth-and-transparency-over-embellishments/?sh=3bed44d74fcb>

Online Videos:

<https://study.com/academy/lesson/professional-codes-of-ethics-in-public-relations.html>

<https://www.youtube.com/watch?v=CvAXfr1IwiE> (Hindi)

<https://www.youtube.com/watch?v=tieh1wE6OAw>

https://www.youtube.com/watch?v=isAJ_x4X4jI

https://www.youtube.com/watch?v=isAJ_x4X4jI

https://www.youtube.com/watch?v=v8M31_BBHFI

<https://www.youtube.com/watch?v=fmDZRQ0ngOo>

Text References:

- Public relations ethics: A real world guide by Trevor Morris, Simon Goldsworthy.
- Ethics in public relations: A guide to best practice by Patricia Houlihan, Patricia J. Parsons
- Ethics in public relations: Responsible advocacy by Kathy Fitzpatrick, Carolyn Bronstein
- Public relations ethics and professionalism: The shadow of excellence
- A practical guide to ethics in public relations by Regina Luttrell, Jamie Ward
- Public relations ethics: How to practice PR without losing your soul by Dick Martin, Donald K. Wright
- Ethical practice of social media in public relations by Maria W. DiStaso, Denise Sevick Bortree

UNIT : 13

**PUBLIC RELATIONS
RESEARCH**

:: STRUCTURE::

13.0 Learning Objectives

13.1 Introduction

13.2 Importance of Research in Public Relations Management

13.3 Purpose and forms of Public Relations Research

13.4 Formal and Informal Research

13.5 Types of Public Relations Research

13.6 Defining Public Relations Problem

13.7 Implementing Public Relations Programme

13.8 To Sum It Up

13.9 Key Words

13.10 Check Your Progress

13.11 References

13.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand the importance and need of research in public relations management.
- Knowledge about purpose and forms of public relations research.
- Understand types of public relations research
- Implement public relations program and define PR problems

13.1 INTRODUCTION

One of the more pragmatic or practical aspects of public relations is research, which most public relations professionals seem to dislike. Why? Many academic writers argue that the field's history, which arose from journalism and was applied in a written, creative format, resulted in an "informal" approach to research. This may be true to some extent. Public relations professionals have always relied on research in some form or another to show clients that what they have created has had an impact on some public or audience. A basic form of research is simply counting press releases for the client. Another type of research is examining media outlets to see which have carried those releases. However, both are informal research methods that do not provide much information beyond potential reach and effort. Research can be classified as formal or informal. Formal research is defined as the systematic collection, analysis, and evaluation of data using a methodology, whether quantitative or qualitative. Informal research is defined as the observation of people, events, or objects of interest as they happen, usually using qualitative methods.

Today's professional must meet higher standards. Modern public relations research aims to provide evidence that the practitioner's activities have improved the bottom line. As a result, our approach to research has shifted from a primarily informal to a formal, social scientific approach to understanding the impact of public relations across the various public relations specializations. Furthermore, the profession has shifted its focus from large groups of people, or publics, to smaller groups with specialized human characteristics, such as specific demographics, psychographics, lifestyles, and even "netgraphics." (as analyzed through the Internet social networks people live in today).

Any public relations activity or campaign must include research. As previously stated, research is the systematic collection, analysis, and

evaluation of data. Data are observations of some kind they can be as simple as the number of people who attend an event or as complex as a measurement scheme's perception of an organization's reputation or credibility. As evidenced by many public relations models, research is the first step in a process that aims to achieve a specific goal. Hendrix's (2000) ROPE (Research, Objectives, Program, Evaluation), Marston's (1979) RACE (Research, Action, Communication, Evaluation), and Cutlip, Center, and Broom's (1984) four step process (Defining PR Problems, Planning and Programming, Taking Action and Communicating, Evaluating the Program) models posit that any serious public relations activity must begin with the research step. What is the significance of research (and definition) in public relations? According to Donald K. Wright (1998), research is important because public relations professionals are discovering that research is an integral part of their jobs when they offer communication strategies, counsel on communication issues, and educate clients on the best public relations strategies or actions. Without research, professionals are forced to "fly by the seat of their pants," which means they can only make educated guesses about the problem and potential intervention programmes, putting them at risk of being unable to predict outcomes accurately. A professional cannot assess where a public relations programme begins, how it evolves, or what the end product will be without conducting research. Simply put, you cannot demonstrate the efficacy of your programme without research.

As public relations have evolved from a technical (practitioner) to a management (professional) function, the role of research has grown in importance. Management decisions cannot be made in a vacuum; they are influenced by a plethora of factors, including the acquisition and analysis of data, which has become fundamental to good public relations practice. Consider research (and data) to be a continuous feedback/feedforward function: Research planning and accurate data lead to valid assessments and analyses of public opinion and programme effectiveness, which may help predict behavioural outcomes in the end. Public relations professionals employ research in a variety of ways. In general, public relations research is used to monitor and track public relations actions, measure and assess them, and finally evaluate them. It is used to track and monitor trends and developments as they occur in order to better understand and evaluate current and future public relations positions. It is critical to the evaluation and measurement of public relations messages and campaigns in order to ensure that planned actions are carried out as expected and to determine when to implement corrective actions.

Evaluation occurs at all stages of a public relations campaign: during the pre-campaign research phase (i.e., how well was previous research conducted?; which strategies produced the best results given the current or projected conditions?), during the actual campaign (i.e., how effective has the campaign been at meeting its objectives at phase one, phase two, phase three, and so on?), and at the end (i.e., how well did the campaign do what it was supposed to do?). Public relations, as a true management function, employs research to identify issues and engage in problem solving, to prevent and manage crises, to make organisations responsive and accountable to their publics, to create better organisational policy, and to build and maintain long-term relationships with publics.

13.2 IMPORTANCE OF RESEARCH IN PUBLIC RELATIONS MANAGEMENT

Public relations professionals are frequently called upon to persuade management to fund research or to describe the importance of research as a critical component of a departmental or project budget. Public relations management requires extensive research. Traditional public relations research considers marketing and business theories, models, and concepts to understand audiences and consumer behaviour; however, we considered highly engaged publics in the context of fan studies and media studies because many of the behaviours, communities, and relationships we sought to understand resembled those more closely associated with entertainment. Here's why academics argue that conducting both formative and evaluative research is critical in modern public relations management:

- Research makes communication two-way by gathering information from the public rather than one-way, which is simply information dissemination. Research enables us to engage in dialogue with the public, understanding their beliefs and values and working to increase their understanding of the organization's internal workings and policies. Scholars believe that two-way communication is generally more effective than one-way communication, particularly when the organisation is heavily regulated by the government or faces a tense environment in the form of changing industry trends or activist groups.
- By ensuring that communication is specifically targeted to publics who want, need, or care about the information, research makes public relations activities more strategic. Without research, public relations is based on experience or instinct, neither of which plays

a significant role in strategic management. This type of research saves us money by preventing us from wasting it on communications that do not reach their intended audiences or do not do the job that we intended them to do.

- We can use research to show results, measure impact, and refocus our efforts based on the numbers. For example, if an initiative is not working with a specific public, we can statistically demonstrate its ineffectiveness, and the communication can be redesigned or eliminated. As a result, we can direct funds toward more successful aspects of the public relations campaign.

Public relations would not be a true management function if it did not include research. It would not be strategic or part of executive strategic planning; rather, it would revert to the days of simple press agency, based on hunches and instinct to generate publicity. As a true management function, public relations employs research to identify issues and engage in problem solving, to prevent and manage crises, to make organizations more responsive and accountable to their constituents, to develop better organizational policy, and to build and maintain long-term relationships with constituents. A thorough understanding of research methods and extensive data analyses also provide public relations practitioners with a seat in the dominant coalition as well as a way to demonstrate the value and worth of their activities. In this manner, research is the strategic foundation of modern public relations management. If you previously held the common misconception that public relations is simply the use of communication to persuade the public, you may be surprised to learn how important research is in public relations management. We can argue that research underpins up to three-quarters of the public relations process—research, action planning, and evaluation, which are three of the four steps in the RACE acronym's strategic management process (which stands for research, action planning, communication, and evaluation).

13.3 PURPOSE AND FORMS OF PUBLIC RELATIONS RESEARCH

The goal of research is to enable us to develop public relations strategy in order to (a) conduct campaigns with specific purpose and targeted goals, (b) operate as part of an organization's overall strategic management function, and (c) measure the effectiveness of public relations efforts. By conducting research prior to communicating, we revise our own thinking to include the perspectives of the public. We can segment those publics,

customize communications for specific publics, send different messages to specific publics, and build relationships by communicating with publics who are interested in our message. This type of planning research is known as formative research because it assists us in developing our public relations campaign. Before we begin communicating, we conduct formative research to learn what the public knows, believes, or values, as well as what they need or want to know. As a result, public relations do not waste time or money communicating with people who are uninterested in our message.

Research also enables public relations professionals to demonstrate the impact of their communication efforts following a public relations campaign. This is referred to as evaluation research. In public relations, using both types of research allows us to communicate strategically and demonstrate our effectiveness. Formative research, for example, can be used to determine the percentage of the general public who are aware of an organization's policy on a topic of concern. Using a survey, we might discover that 17% of the target public is aware of the policy. Strategically, the organization wants more members of the public to be aware of the organization's policy, so the public relations department communicates through use of various channels, sending targeted messages.

After a specified period of time, a survey that is nearly identical to the first one is conducted. If public relations efforts were successful, the percentage of members of the general public who were aware of the organization's policy should rise. This increase is directly attributable to the public relations campaign's efforts. "Members of the community public aware of our new toxic waste disposal initiative increased from 17 percent to 33 percent in the last two months," we could report. These types of measures are extremely common in public relations management. They are sometimes referred to as benchmarking because they establish a baseline and then measure the amount of change, much like a before-and-after comparison. The use of statistically generalizable research methods enables such comparisons to be made with a reasonable degree of confidence across a wide range of publics, geographic regions, issues, psychographics, and demographic groups.

13.4 FORMAL AND INFORMAL RESEARCH

Formal Research

Public relations research can be formal or informal. Formal research is typically conducted in order to generate numbers and statistics that can be

used to target communications and measure results. Formal research is also used to gain a more in-depth, qualitative understanding of the issue at hand, ascertain the range of consumer responses, and elicit detailed opinion data. Formal research is pre-planned quantitative or qualitative research that typically asks specific questions about topics of concern to the organization. Formal research is both formative (conducted at the start of a public relations initiative) and evaluative (conducted to determine the extent of change attributable to public relations activities).

Informal Research

Most public relations managers conduct informal research on a regular basis from sources both inside and outside their organizations. Informal research is typically conducted through conversations to gather information and opinions. It entails asking questions, speaking with members of the public or employees within the organization to ascertain their concerns, reading e-mails from customers or comment cards, and other informal methods such as scanning the news and trade press. Informal research stems from the public relations professional's boundary-spanning role, which requires him or her to maintain contacts with both external and internal publics. The public relations professional spends a significant amount of time informally communicating with these contacts, engaging in an open exchange of ideas and concerns. This is one way for public relations to stay on top of changes in an industry, trends affecting the competitive marketplace, public dissatisfaction issues, activist groups' values and activities, competitor innovations, and so on. Informal research methods are usually non-numerical and cannot be generalized to a larger population, but they produce a lot of useful information. Informal research data can be used to examine or revise organizational policy, to craft messages in publics' idiomatic expressions, to respond to industry trends, and to include publics' values or priorities in formal research.

13.5 TYPES OF PUBLIC RELATIONS RESEARCH

Public relations management research necessitates the use of specialized terminology. When we collect unique data in normally proprietary information, firsthand and specifically relevant to a specific client or campaign, we refer to it as primary research. Primary research is often the most expensive type of data to collect because it is unique to your organization and research questions. Secondary research is research that is normally available in the public domain but is relevant to our client, organization, or industry, and can be used to supplement and support the

conclusions drawn from our primary research. Secondary research is typically accessed via the Internet, libraries, or industry and trade associations. Secondary research can be found for free or cheap in reference books, encyclopedias, and trade press publications. Managers frequently use secondary research as an exploratory base to determine what type of primary research is required.

Quantitative Research

When we talk about research in public relations, we usually mean primary research, such as public opinion polls and surveys. Surveys are a type of quantitative research that is synonymous with public opinion polls. Statistical generalization is the foundation of quantitative research. It enables us to make quantitative observations such as "85% of Infiniti owners say they would buy another Infiniti." Statistical observations enable us to pinpoint exactly where we need to improve relationships with specific publics, and we can then assess how much those relationships have improved (or degraded) at the end of a public relations campaign. For example, a strategic report in public relations management for the automobile manufacturer Infiniti might include a statement like "11 percent of new car buyers were familiar with the G35 all-wheel-drive option three months ago, and after our campaign, 28 percent of new car buyers were familiar with this option, implying that we created a 17 percent increase in awareness among the new car buyer public." Other information gathered could include purchasing intentions, key features of a new vehicle to the general public, brand reputation variables, and so on. Quantitative research allows us to compare the numbers in each group before and after public relations efforts, allowing us to say how much change was observed as a result of public relations efforts. The population is the term used in quantitative research to refer to the entire group of people about whom you want to learn more or make statements. The population could be women over 40, Democrats, Republicans, buyers of a competitor's product, or any other group you want to research. You would choose a sample from that population to contact with questions. Probability samples can be drawn at random from a population list, providing the most robust statistical measures of generalizability. A random sample is one in which participants are drawn at random and have an equal chance of being chosen. Although you are aware that some variants exist in your population, a random sample should account for all opinions in that population. The greater the sample size (number of respondents), the smaller the margin of error and similarly the greater the

researcher's confidence that the sample is an accurate representation of the entire population.

There are also non-probability samples, which do not allow for generalisation but meet the requirements of the problem or project. A convenience sample, for example, is drawn from those who are easily studied, such as having visitors to a shopping mall fill out a survey. A snowball sample is another approach in which the researcher asks someone who has completed a survey to recommend the next potential respondent to complete the survey. A purposive sample is one in which you seek out a specific group of people. These methods have no generalizability to a larger population, but they are frequently less expensive than random sample methods and may still produce the type of data that answers your research question.

Quantitative research has the major advantage of allowing you to understand who your target audiences are, where they get their information, how many people believe certain points of view, and which communications have the greatest resonance with their beliefs. Demographic variables are used to segment publics very precisely. Gender, education, race, profession, geographic location, annual household income, political affiliation, religious affiliation, and family or household size are all examples of demographics. Once these data are collected, cross-tabulating the data with opinion and attitude variables makes it simple to identify trends. These cross-tabulations produce very specific publics that can be targeted with future messages in the channels and languages that they prefer. Publics are segmented in this manner on a daily basis in public relations management. Public relations managers can use segmentation to determine who will support their organization, who will oppose it, and what communications messages and values will resonate with each public. After identifying these groups through research, public relations professionals can establish relationships with them in order to conduct informal research, better understand their positions, and assist in representing the values and desires of those publics in organizational decision making and policy formation.

Qualitative Research

Qualitative research is the second most common type of research method used in the public relations industry. Qualitative research yields detailed, "quality" data that allows us to truly understand public opinion, but it is not statistically generalizable. Qualitative research is extremely valuable because it allows us to truly understand the experiences, values, and

perspectives of our audiences. It also provides plenty of quotes for us to use as evidence or illustration in our strategy documents, and it occasionally results in slogans or fodder for public relations messages. Qualitative research is particularly adept at answering public relations practitioners' questions that begin with "How?" or "Why?" This type of research enables the researcher to ask participants to explain their decision-making processes, belief systems, values, thought processes, and so on. It enables researchers to delve into complex topics in order to comprehend their underlying meanings as well as the meanings that participants ascribe to specific concepts. A researcher, for example, could ask a participant, "What does the concept of liberty mean to you?" and receive a detailed explanation. However, we would expect that explanation to differ among participants, and different concepts of liberty may be associated with an American versus a citizen of Iran or China. Such complex understandings are extremely useful in incorporating public values and ideas into organisational strategy, as well as in crafting messages that resonate with specific publics of different nationalities. Qualitative research is frequently used by public relations professionals to supplement quantitative findings. Qualitative research can be designed to gain a better understanding of specific publics' perspectives and to have them elaborate on beliefs or values that stood out in quantitative analyses. For example, if quantitative research revealed a high level of agreement with a specific statement, that statement could be read aloud to focus group participants, who would then be asked to agree or disagree with the statement and explain their reasoning and thought process. In this way, qualitative researchers can gain a much better understanding of complex reasoning and dilemmas than survey results alone. Another reason to conduct qualitative research is that it can provide information that researchers were unaware they required. For example, a focus group discussion may take an unexpected turn, yielding statements that the researcher had not planned to include on a survey questionnaire. Through qualitative studies, previously unknown information or unfamiliar perspectives can emerge, which is ultimately extremely valuable to public relations' understanding of the issues affecting the public.

Participants in qualitative research can also speak for themselves rather than using terminology provided by researchers. This benefit can frequently result in a greater understanding, resulting in far more effective messages than when public relations practitioners attempt to construct public views solely based on quantitative research. Using the language of members of a specific public to build a more respectful relationship with that public is frequently beneficial to public relations.

Mixed Method

Both quantitative and qualitative researches clearly have complementary and distinct strengths. When possible, these two research methodologies should be used in tandem in public relations management to fully understand both publics and issues. Using both of these research methods at the same time is known as mixed method research, and scholars generally agree that mixing methods produces the most reliable research results. To comprehend complex issues, it is best to employ as many methods as possible. Combining multiple focus groups from different cities with interviews of important leaders and a quantitative public survey is an example of mixed method research because it incorporates both quantitative and qualitative methodology. Using two or more methods of study is sometimes referred to as triangulation, which refers to using multiple research methods to triangulate on the underlying truth of how the public perceives an issue.

13.6 DEFINING PUBLIC RELATIONS PROBLEM

The first stage of the process entails gathering information to help define and anticipate potential public relations issues. Environmental monitoring (also known as boundary scanning), public relations audits, communications audits, and social audits are all useful at this stage.

Environmental Monitoring Programs

Environmental monitoring programmes are used by researchers to observe trends in public opinion and social events that may have a significant impact on an organization. Environmental monitoring should be integrated into the strategic management function of a company. In general, there are two stages. The early warning phase, in which an attempt is made to identify emerging issues, frequently takes the form of a systematic content analysis of publications that are likely to signal new developments. One corporation, for example, may conduct a content analysis of scholarly journals in the fields of economics, politics, and science; another corporation may sponsor a continuous analysis of trade and general newspapers.

Public Relations Audits

The public relations audit, as the name implies, is a comprehensive examination of an organization's public relations position. Such studies are used to assess a company's standing both internally (employee perceptions) and externally (public perceptions) (opinions of customers, stockholders, community leaders, and so on).The first step in a public

relations audit is to identify the most important internal and external groups to the organisation. This stage is also known as identifying the organization's key stakeholders. Customers, employees, investors, regulators, and the general public may be among them. Personal interviews with key management in each department, as well as a content analysis of the company's external communications, are typically used to conduct stakeholder analysis. The second step is to determine how each of these audiences perceives the organisation. This entails conducting a corporate image study, which is essentially a survey of audience members. The questions are intended to assess one's familiarity with the organisation.

Social Audit

A social audit is a small-scale environmental monitoring programme designed to assess an organization's social performance, or how well it fulfils its public responsibilities. The audit provides information on company-sponsored social action programmes such as minority hiring, environmental cleanup, and employee safety. Social audits are the most recent and difficult form of public relations research. Researchers are currently investigating issues such as which activities to audit, how to collect data, and how to assess the effectiveness of the programmes.

Communication Audit

The communication audit is similar to a public relations audit but has narrower goals; it focuses on an organization's internal and external communication channels rather than the entire public relations programme.

13.7 IMPLEMENTING PUBLIC RELATIONS PROGRAMME

During the implementation phase, the most common type of research is monitoring the public relations program's efforts. Gatekeeping research and output analysis are two of the most commonly used monitoring techniques.

Gatekeeping Research

The characteristics of press releases and video news releases that allow them to "pass through the gate" and appear in a mass medium are examined in a gatekeeping study. Typically, both content and style variables are examined. They discovered that before publication, editors typically shorten and make the releases easier to read. The

newsworthiness of a press release is a strong predictor of whether it is used, but it has nothing to do with the prominence given to the story.

Output Analysis

Outputs as short-term or immediate outcomes of a specific public relations programme or activity Output analysis assesses how well an organisation presents itself to others as well as the amount of exposure or attention it receives. In output analysis, a variety of techniques can be used. One method is to count the total number of stories or articles that appear in various forms of mass media. Furthermore, the tone of the article can be determined. A public relations campaign that generates a large number of negative stories about the organisation is less effective than a campaign that generates positive coverage. Non-media outputs such as speaking engagements, white papers, and the number of people attending special public relations events can also be measured.

13.8 TO SUM IT UP

Public relations professionals have always relied on research in some form or another to show clients that what they have created has had an impact on some public or audience. Modern public relations research aims to provide evidence that the practitioner's activities have improved the bottom line. The approach to research has shifted from a primarily informal to a formal, social scientific approach to understanding the impact of public relations across the various public relations specializations. Furthermore, the profession has shifted its focus from large groups of people, or publics, to smaller groups with specialized human characteristics, such as specific demographics, psychographics, lifestyle.

Any public relations activity or campaign must include research as the first step in a process that aims to achieve a specific goal. Without research, professionals can only make educated guesses about the problem and potential intervention programs, putting them at risk of being unable to predict outcomes accurately. Management decisions cannot be made in a vacuum; they are influenced by a plethora of factors, including the acquisition and analysis of data, which has become fundamental to good public relations practice. Public relations would not be a true management function if it did not include research. It would not be strategic or part of executive strategic planning; rather, it would revert to the days of simple press agency, based on hunches and instinct to generate publicity. By conducting research prior to communicating, we revise our own thinking to include the perspectives of the public. We can

segment those publics, customize communications for specific publics, send different messages to specific publics, and build relationships by communicating with publics who are interested in our message.

13.9 KEY WORDS

Formal research: It is defined as the systematic collection, analysis, and evaluation of data using a methodology, whether quantitative or qualitative.

Informal research: It is defined as the observation of people, events, or objects of interest as they happen, usually using qualitative methods.

Research: It is the systematic collection, analysis, and evaluation of data.

Quantitative research: It collects information from existing and potential customers using sampling methods and sending out online surveys, online polls, questionnaire etc the results of which can be depicted in the form of numerical.

Qualitative research: It can be designed to gain a better understanding of specific publics' perspectives and to have them elaborate on beliefs or values that stood out in quantitative analyses.

Environmental monitoring programs: They are used by researchers to observe trends in public opinion and social events that may have a significant impact on an organization

Public relations audit: It is a comprehensive examination of an organization's public relations position, to assess a company's standing both internally and externally.

Social audit: It is a small-scale environmental monitoring program designed to assess an organization's social performance, or how well it fulfills its public responsibilities.

Communication audit: It is similar to a public relations audit but has narrower goals; it focuses on an organization's internal and external communication channels rather than the entire public relations programs.

Output analysis: It assesses how well an organisation presents itself to others as well as the amount of exposure or attention it receives.

13.10 QUESTIONS FOR SELF IMPROVEMENT

1. Write a short note on importance of research in Public relations management.

2. Briefly explain the importance formative and evaluative research in PR management.

3. What is a purpose of research in Public relations?

4. Explain the types of Public relations research with references.

5. Define Public relations problems.

13.11 REFERENCES

Online Reading:

https://saylordotorg.github.io/text_mastering-public-relations/s09-public-relations-research-the-.html

<https://study.com/academy/lesson/public-relations-research-importance-examples.html>

<https://www.slideshare.net/mohammadshihab/research-in-public-relations-116691467>

<https://www.driveresearch.com/market-research-company-blog/7-reasons-to-conduct-pr-market-research/>

Online Videos:

<https://www.youtube.com/watch?v=bB3V41G5rK0>

<https://www.youtube.com/watch?v=mrqGmfa68zA>

<https://www.youtube.com/watch?v=OFRhEYIrf38>

<https://www.youtube.com/watch?v=1D4t2YVHIKY>

<https://www.youtube.com/watch?v=WYjjhisFJRw>

https://www.youtube.com/watch?v=AqY6FI_0qHw

<https://www.youtube.com/watch?v=coIP5Xa3GmM>

Text References:

- Advertising and public relations research by Donald W. Jugenheimer, Larry D. Kelley, Jerry Hudson
- Data- driven public relations research in 21st century practices and applications by Jim Eggenesperger and Natalie Redcross
- Perspective of public relations research by Danny Moss, Dejan Vercic, Gary Warnby
- Public relations metrics: Research methods and evaluation by Betteke van Ruler, Ana Tkalac Vercic Dejan Vercic
- Primer of public relations research, third edition by Don W. Stacks

UNIT: 14

**PUBLIC RELATIONS
IN THE DIGITAL AGE**

:: STRUCTURE::

14.0 Learning Objectives

14.1 Introduction to Digital Public Relations

14.2 Traditional Vs Digital PR

14.3 Types of Digital PR

14.4 The Strategy of Digital PR

14.5 Digital PR Tools

14.6 Digital PR Campaigns

14.7 Example of Digital PR

14.8 To Sum It Up.

14.9 Key Words

14.10 Check Your Progress

14.11 References

14.0 LEARNING OBJECTIVES

At the end of this unit, you will be able to

- Understand digital public relations.
- Have knowledge about different types of public relations.
- Have consciousness about strategies of digital public relations.
- Answer about the digital public relations tools.
- Understand digital public relations campaigns.

14.1 INTRODUCTION TO DIGITAL PUBLIC RELATIONS

Digital Public Relations, also known as Digital PR, is the deliberate use of digital and social technologies to manage an organization's online reputation and brand identity. Social media platforms such as blogs, forums, and bulletin boards are examples of these technologies. They could also include social networks such as Facebook, Twitter, LinkedIn, Instagram, YouTube, and Pinterest, as well as messaging platforms such as WhatsApp, WeChat, and Messenger. While the ultimate goals of digital PR and traditional PR are similar, the methods used to achieve them differ. This is largely due to the way digital and mobile technologies shift the power balance between your organization and its various "publics" or stakeholders.

In most organizations, public relations professionals are in charge of generating free publicity. It is also known as media relations and typically entails the following:

- Developing positive relationships with the media
- Creating and distributing media invitations, media advisories, and press releases
- Sending an email, message, or phone call to a media partner to pitch a story
- Creating fact sheets and FAQs to inform principals about upcoming interviews
- Contacting the media via phone or email to inquire about their interest in writing a news story

While these norms continue to apply in most PR contexts, the manner in which news spreads has shifted. Today, your smartphone is likely to be the first place you go to read the news. On social media platforms such as Facebook, Twitter, and LinkedIn, such news is shared by your friends, a prominent thought leader, or an influencer. This means that the news that gets the most attention isn't always what's on page one of a newspaper or

the top fold of a news website. Rather, it will be news stories that generate the most virality and shares.

The digital age has significantly changed the demands placed on public relations professionals as well as the methods by which they perform their duties. Indeed, it is not an exaggeration to say that the digital age has fundamentally altered the nature of the public relations profession. With the media now divided into thousands of communication channels, high-level public relations advice and planning are more important than ever before, as companies, product marketers, and organisations compete to develop, enhance, and project positive public images.

Effective public relations writing is at the heart of the agile, innovative marketing enabled by digital technology. Businesses and nonprofit organisations today use digital communications, as well as traditional PR tools, to reach target audiences, communicate with customers, and broaden their audiences.

E-mail, websites, digital newsletters, blogs, viral marketing, search engines, live conference calls, RSS, and podcasting are just a few of the tools available to public relations professionals today. Almost every communication effort necessitates the use of writing. Companies are experimenting and diversifying their approaches to reach niche audiences, and they are relying on public relations to achieve their communications objectives. Computers, the Internet, e-mail, broadband, and wireless all make it easier and less expensive to conduct research, write, publish, print, and, most importantly, distribute written materials, as well as create graphics, short videos, audio downloads from the Internet, and multimedia presentations.

As more uses for digital tools are explored, public relations professionals have found themselves on a steep learning curve. The first challenge of the digital age was learning to save money and eliminate time-consuming, repetitive tasks like stuffing press release envelopes or faxing them to a hundred media outlets one by one by one. The digital age, on the other hand, has put new pressure on the media, and thus on public relations, for quick responses, as well as on businesses for accessibility and forthrightness.

14.2 TRADITIONAL VS DIGITAL PR

What is the distinction between traditional and digital public relations? One is online, while the other is not.

Examples of Traditional PR include:

- **Print.** Magazines, Newspapers, and Niche Publications.
- **Media.** Radio and Television appearances
- **Event Coordination.** Release parties, tradeshow, and VIP events.
- **Relations.** Investor, Government, and Community Relations.

Examples of Digital PR include:

- **Blogs.** Guest posts, quotes in articles, and online profiles.
- **Influencers.** Social media shares, giveaways, and resource pages.
- **Audio & Video.** Podcasts, online videos.
- **Inclusions & Attributions.** Unlinked mentions, image copyrights, and directories.

Traditional public relations was created in a different era. The primary goal of this type of public relations is to influence the traditional news cycle by obtaining favourable media coverage. Although traditional public relations has evolved and earned media from online outlets now accounts for a large portion of its output, it is still largely unsuited to the needs of small businesses and startups. This is because the industry was designed to meet the needs of large corporations.

Traditional public relations emphasizes product updates and announcements. Startups, on the other hand, may only have one or two truly newsworthy announcements to make each year. As a result, obtaining media coverage through traditional PR can be difficult. Then there's the question of cost; some agencies can charge upwards of \$10,000 per month and require lengthy retainers. As a result, their services are out of reach for many startups. Fortunately, Digital PR finds other ways to get media coverage other than updates and announcements, and at a fraction of the cost.

Traditional public relations is commonly used to describe strategies for gaining brand coverage in print, such as newspapers and industry magazines, as well as on traditional broadcasting channels such as TV and radio. Digital PR, on the other hand, includes online marketing strategies to increase a brand's presence and visibility.

Both traditional and digital public relations cover crisis, brand awareness, reputation management, and advocacy, but the approaches taken by

traditional and digital public relations will most likely differ. In its purest form, digital PR is an evolved form of public relations that employs tried-and-true public relations strategies tailored to a digital world.

Digital public relations professionals not only have a strong foundation in traditional public relations disciplines, but they also have a wealth of digital expertise. They must not only understand how a client's targeted audience uses online platforms, but they must also understand the nuances of each and how to use each to the benefit of their client. Indeed, digital public relations professionals must understand Google's guidelines and be able to collaborate effectively with SEO specialists, content marketers, and social media experts.

Furthermore, one significant advantage and distinction between online PR and traditional PR is that the impact of campaigns can be measured much more easily using digital PR techniques. Indeed, digital campaigns can be tracked, monitored, and measured effectively, allowing for clear reporting that clearly demonstrates the exact value a campaign has added. To create truly spectacular campaigns, digital public relations professionals rely on a variety of internet-based strategies, such as link building to support SEO strategies, content marketing, influencer outreach, and social media.

14.3 TYPES OF DIGITAL PR

A Digital PR agency may employ a variety of techniques to achieve results. These techniques are frequently classified as "white hat" vs. "black hat" vs. "grey hat" in SEO terminology.

Here are common types of Digital PR:

- **Unlinked Mentions.** Mentions of your company name that do not provide a link back to your website. Textual references to your name, website, or anything directly related to your brand on a website that does not link back to your website are known as fresh mentions or just brand mentions. Unlinked mentions indicate that your name/brand recognition is growing (or has already reached a high level), that you've done something newsworthy, or that you're relevant enough to other websites and audiences that they're talking about you. These can all be beneficial to your marketing and branding efforts, but in order to truly benefit your SEO, these mentions must be accompanied by links. Unlinked mentions can be difficult to find, but there are some simple ways to get started. One method is to use Google's

advanced search modifiers. By conducting a site search for your brand name, you can easily find pages that mention your brand's name and determine whether or not they are linked. Another option is to use a backlink service such as Buzzsumo, Buzzstream, or Moz to find unlinked mentions. These sites can automatically find mentions on a website and tell you whether or not they are linked.

- **Guest Posts.** Writing and publishing an article on someone else's website. When you write something on your own blog, it is referred to as a "post," but when you write something on someone else's blog, you are referred to as a "guest." Guest posts are useful tools for reputation marketing for a variety of reasons, including getting your brand mentioned or appearing in branded search query results. However, the majority of people use them to embed backlinks. Guest posts, on the other hand, are abused, as we'll see later in this article. You are the 'guest author' if you have found someone else's blog to blog on. We'll assume you're doing it to spread the word and gain a link back to one of your own web properties. Almost anyone can write a guest post, but only a few can write one that goes viral. You should be aware of the following guidelines when writing guest posts. Guest posts must be written well. People, like search engines, are becoming more selective. They must be relevant. To get the most out of them, people must want to read them. People should be eager to share them on social media. Readership grows when people share. Outbound links must be relevant and helpful to the article. The anchor text over the links is correct. Posting on sites that clearly post a lot of guest content is a bad idea because the links are essentially useless.
- **Directory Inclusions.** Adding your company website to a directory that lists other similar companies. In general, all directories allow you to search as you would with a traditional search engine, but the results will be limited to sites that have already been included in the directory rather than the entire web. When a search is performed, the directory will typically display additional results of sites discovered outside of its own database, but they will be listed AFTER all of their directory sites. If your site has not been submitted to and included in one or more of the major search directories, there is a slim chance that you will

receive any top listings for your keywords when searches from those directories are performed.

- **Press Releases.** Sharing newsworthy announcements to secure press features. The term "online press release" refers to the use of new technology to effectively communicate with stakeholders via the Internet. A variety of tools can be used by a company to increase its online reach through public relations. The company's own website is one of these. It is the ideal location to host value-added content that supports broader off-site PR campaigns, where people are encouraged to return to a company's website, and where user engagement can be tracked and measured.
- **Influencer Marketing.** Gaining mentions on influential social media user accounts. Influencer marketing is a type of social media marketing that relies on endorsements and product mentions from influencers—individuals who have a large social following and are regarded as experts in their field. Influencer marketing works because social influencers have a high level of trust with their followers, and recommendations from them serve as a form of social proof to your brand's potential customers.

14.4 THE STRATEGY OF DIGITAL PR

A digital strategy outlines how a company's SEO rankings will be improved. This outline typically includes suggestions for increasing brand mentions and securing external links. A strategy may also include an SEO audit, a backlink analysis, and task assignment.

The following are the pillars of a Digital PR strategy:

- **Target anchor text:** The clickable word or words that link from an external website to a page on your website are referred to as anchor text. The target anchor text is how you want external websites to link to your pages. For example, linking to "Technical SEO" would be more effective than linking to "click here." The anchor text is also referred to as the link label or the link title. The words in the anchor text help search engines like Google, Yahoo, and Bing determine the page's ranking. Links without anchor text are common on the internet and are referred to as naked URLs or URL anchor texts. Different browsers display anchor text differently, and using anchor text correctly can help the linked page rank for those keywords in search engines. The same

keywords are highlighted in an exact match anchor text as the targeted keyword of a web page.

- **Target URLs:** The web pages you will promote in a strategy are known as target URLs. These are the web pages you'd like to see more traffic to from organic search. The view of target URLs is very similar to the view of source URLs. This view is useful because it displays the URL redirect groups that you have created. URL redirect groups allow you to redirect multiple URLs to a single target URL, allowing you to aggregate analytics data for these redirects and make better use of the redirects provided by your plan.
- **Media List:** The bloggers, journalists, and influencers you will be pitching to. A media list (also known as a press list or media contact list) is a document that contains a list of media contacts such as journalists, reporters, media influencers, bloggers, and others. They are used to compile a list of people to whom you can send your press release or story. PR media lists are typically targeted, with media contacts from a specific location and/or industry included. Media contact lists are used to compile a list of people who might be interested in covering and writing about your news story. Aside from the contact's name, media lists include the media outlet to which they belong, their areas of interest, location, contact information, and so on.
- **Pitch:** A script template that teams can distribute to relevant bloggers, journalists, and influencers. A media pitch, also known as a pitch, is the email you send to editors when pitching your client or brand for press coverage and interest. It's also an important part of the marketing and public relations process within a PR firm, requiring creative thinking and writing. Keep it brief and to the point; include only the most important details. Editors aren't interested in a six-paragraph pitch. They probably have hundreds of pitches in their inbox, and even if they open your pitch, you can bet they won't spend the time reading your short novel. Instead of including every detail, provide just enough to entice them. If they are interested and believe it is a good fit, they will respond and request more information from you.
- **Content Ideas:** Topics for articles that would be well-received by external websites. These content ideas should be able to be written by a company as well. Content marketing is essentially about creating and then utilizing your own publishing channels,

though it can also include channels such as social media. Both content marketing and public relations use writing, design, and communication channels to convey a message to a specific audience.

14.5 DIGITAL PR TOOLS

Some examples of popular digital public relations tools include

- **Google Analytics:** Measures traffic growth as well as lead and sales conversions. It is difficult to effectively measure public relations. Unfortunately, that is a claim we hear far too often in the PR world. However, Google Analytics a ready-made tool for gauging the impact of your Web-based PR efforts is one way to improve measurement. Links are the foundation of digital PR metrics. It is impossible to track the effectiveness of online PR assets without them. There are numerous tools for measuring links across the internet, but few (if any) of them also measure the traffic that originates from each link. You can, however, measure the impact of placements (e.g., circulation, ad equivalent value), social sharing (e.g., brand mentions, sentiment, owned content shares, comments), and downloads by tracking the sites that link to your site as a result of your PR efforts (content downloads, Slideshare views). While Google Analytics does not directly track links, it does track traffic from individual websites a feature that allows you to measure and monitor a sampling of PR outcomes using advanced filters. You can learn a lot about how your audience interacts with your content by creating segments for placements.
- **Google Search Consoles:** Increases in clicks, impressions, and brand mentions. The new Google Search Console significantly improves search analysis. Search engine optimization (SEO) professionals and webmasters will be able to more easily analyses and resolve issues with their websites' search rankings. Public relations and marketing professionals will be able to see how their efforts, such as guest blog posts, media placements, and link-building campaigns, are affecting website rankings more easily. The Google Search Console, formerly known as Webmaster Tools, assists website developers in understanding web search

rankings, submitting and removing content for crawling, resolving SEO issues, and completing other tasks.

- **Ahrefs:** SEO tool for calculating Domain Rating, analyzing backlinks, and locating unlinked mentions. Ahrefs is a popular tool in the digital PR industry for auditing and optimising your own and your clients' websites, conducting detailed competitor analysis, and understanding what customers want and how to best generate leads and site traffic. Ahrefs provides a comprehensive view of your backlink profile, including who is mentioning you and your competitors and where they are mentioning them. Perform a competitor backlink analysis with Ahrefs to identify areas where your company or client may be included. Here's a great article that explains how to conduct a competitor backlink analysis and what you can learn from it.
- **HARO:** Help a Reporter Out (HARO) connects journalists with potential sources for future stories. This thriving community provides sources with numerous opportunities to secure valuable media coverage on a daily basis. HARO is one of those daily emails that you want to ignore but really shouldn't. If you look closely, you will most likely find at least one opportunity for your client, company, or C-suite. It's also completely free.
- **Majestic:** SEO tool that assesses the trustworthiness of a third-party website. Majestic SEO Pro can help you discover all of your competitors' data insights. If you're looking for a Majestic review to help you improve your SEO, you're probably aware that backlinks are critical to a website's ranking. Thus, Majestic meets the needs of SEO analysts by allowing them to visualise the scenario of their competitors' strategies.
- **Tineye:** A reverse image search tool that identifies the locations of infographics and images on the internet. This is a Digital PR tool that provides you with the best infographics and images available online. These elements will enhance the quality and impact of your content. Tineye will notify you when these images and infographics appear online.
- **BuzzSumo:** Discover content ideas, influencers, and the frequency with which content is shared on social media platforms. Identifying authority-wielding influencers BuzzSumo assists in the identification of project collaborators, experts for comments, and journalists for outreach. BuzzSumo's filter allows you to search through millions of influential social accounts on Twitter, Instagram, blogs, news sites, and YouTube. It facilitates in tagging

campaign articles so that they can be shared with clients and colleagues, complete with aggregated metrics to highlight success stories.

- **LinkedIn:** Social network to identify contacts. While there is no "one-size-fits-all" model for digital B2B public relations, LinkedIn is arguably the most adaptable social-media platform in terms of strategic, community-focused communications and message dissemination. A LinkedIn presence has effectively become substantially important for communications professionals. According to PR News Online, the platform is now used by 92 percent of journalists. Given this fact, it is critical for result-driven practitioners in public relations to think beyond LinkedIn as a networking portal and engage with it as a communications platform.
- **Gmail:** Email platform for communicating with bloggers, journalists, and influencers.

14.6 DIGITAL PR CAMPAIGNS

How does a business determine the return on investment (ROI) or success of a marketing campaign? Because SEO can take four months to a year, it is critical to track key metrics along the way.

Measuring the success of a digital PR Campaigns

- **Lead & Sales:** The ultimate goal of a campaign is to generate leads and sales. How many leads were generated by the website, and how many of these leads resulted in a sale? Many small businesses are aware that public relations can lead to press opportunities, but some are unsure whether this type of work is beneficial to their bottom line. Some people believe that public relations is more of an art than a science, and that it is difficult to link PR campaigns to direct business results, but this is a myth. Public relations is not only a valuable lead generation tool, but it can also serve as an anchor, bringing cohesion to all of your business activities. During the global pandemic, this kind of unity has become even more important. Public relations that is coordinated with marketing and sales will help you get the most out of your communications budget, whether during normal times or during a global crisis.
- **Social Media Shares & Followers:** The number of social media shares demonstrates how many people found value in your initiatives. Followers indicate how many people interacted with

your brand as a result of it. Using social media as a platform at work today, thousands of people can easily connect with one another without having to conduct lengthy searches. On Instagram, Facebook, and Twitter, a short video or image tells a story while also increasing brand awareness. Before people realised the benefits of social media power, brand managers used it to keep up with the times, but now they see value in engagement, customer service, and advertising. Remember to publish the public relations on the platform itself, but also provide a downloadable link. Otherwise, make sure your events and other projects have their own hashtag to use, as well as a post about it on social media. Allowing people to share the press release, such as journalists, can ensure a wider reach.

- **Domain Rating:** Domain Rating is a metric that indicates the quality of a website's backlink profile. This metric assesses whether secured backlinks have strengthened a website. Measuring public relations, particularly digital public relations, has evolved beyond simply counting the number of articles published each month. Using tools like HubSpot or the Google Analytics URL Builder, you can add a special tracking code to URLs and track your PR coverage more effectively. Simply enter the original URL to the webpage you want readers to be directed to, select the campaign parameters you want to track, and you've got yourself a trackable link. Placing a piece of coverage with a trackable link in a publication with a high-ranking domain rating will only boost your client's page ranking and SEO authority, allowing them to rank higher in search pages and direct people to their website.
- **Google Search Consoles:** Google Search Console tracks key performance indicators (KPIs) for digital marketing. Console displays clicks, impressions, and position rankings for specific keywords and URLs. Search Console also keeps track of "brand name" searches. An increase in brand name searches indicates that a campaign is effective.

14.7 EXAMPLE OF DIGITAL PR

Marketers relies on three types of digital public relations. Community Panels, Thought Leadership articles, and Community Spotlights are among our favourites.

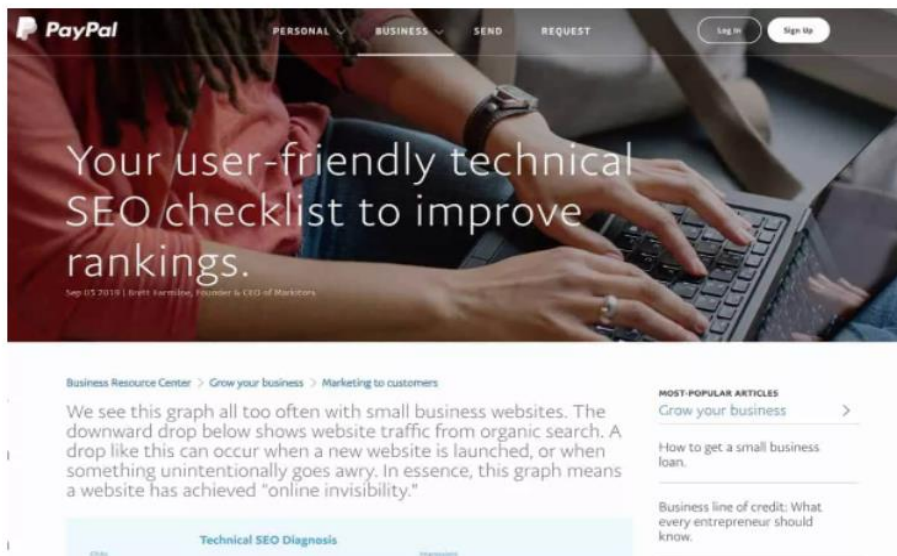
- **Community Panel:** Community Panels are articles that include responses from experts on a specific topic. Experts typically respond to predetermined question prompts in 400 characters or less. Editors then choose the best responses from the community and write an article for publication on a blog.

Running a small business can be immensely rewarding yet incredibly draining, especially when it comes to recruiting. You want to hire the best candidate for your business, but it's seldom as simple as it sounds. With such a competitive market, it's important to think critically about how to approach hiring. Proper planning will ensure that you recruit and retain high-value candidates.

Below, 10 business executives share their best recruiting advice for small business owners.



- **Thought Leadership Article:** Thought Leadership articles are long-form pieces of content written by a subject matter expert. These articles are beneficial to both the publisher and the author.



- **Community Spotlight:** A question-and-answer interview with an expert is featured in Community Spotlights. These spotlights may

include a biography, accomplishments, insights, and other information.



14.8 TO SUM IT UP

Digital PR, is the use of digital and social technologies to manage an organization's online reputation and brand identity the ultimate goals of digital PR and traditional PR are similar, the methods used to achieve them differ. Public relations professionals are in charge of generating free publicity. But means of news spread has also shifted a bit as the news that gets the most attention isn't always what's on page one of a newspaper or the top fold of a news website. Rather, it will be news stories that generate the most virality and shares.

The digital age has significantly changed the demands placed on public relations professionals as well as the methods by which they perform their duties. It has fundamentally altered the nature of the public relations profession. With the media now divided into thousands of communication channels, businesses and nonprofit organizations today use digital communications, as well as traditional PR tools, to reach target audiences, communicate with customers, and broaden their audiences. Companies are experimenting and diversifying their approaches to reach niche audiences, and they are relying on public relations to achieve their communications objectives. But the challenge of the digital age is learning to save money and eliminate time-consuming.

Both traditional and digital public relations cover crisis, brand awareness, reputation management, and advocacy, but the approaches taken by traditional and digital public relations will most likely differ. In its purest form, digital PR is an evolved form of public relations that employs tried-and-true public relations strategies tailored to a digital world but, one significant advantage and distinction between online PR and traditional

PR is that the impact of campaigns can be measured much more easily using digital PR techniques. Indeed, digital campaigns can be tracked, monitored, and measured effectively, allowing for clear reporting that clearly demonstrates the exact value a campaign.

14.9 KEY WORDS

- **Digital PR:** It is the deliberate use of digital and social technologies to manage an organization's online reputation and brand identity. Social media platforms such as blogs, forums, and bulletin boards are examples of these technologies.
- **Unlinked Mentions:** Mentions of your company name that do not provide a link back to your website. Textual references to your name, website, or anything directly related to your brand on a website that does not link back to your website are known as fresh mentions or just brand mentions.
- **Guest Posts:** Writing and publishing an article on someone else's website. When you write something on your own blog, it is referred to as a "post," but when you write something on someone else's blog, you are referred to as a "guest." These are useful tools for reputation marketing.
- **Directory Inclusions:** Adding your company website to a directory that lists other similar companies. In general, all directories allow you to search as you would with a traditional search engine, but the results will be limited to sites that have already been included in the directory rather than the entire web.
- **Influencer Marketing:** Influencer marketing is a type of social media marketing that relies on endorsements and product mentions from influencers—individuals who have a large social following and are regarded as experts in their field.
- **Digital Strategy:** It outlines how a company's SEO rankings will be improved. This outline typically includes suggestions for increasing brand mentions and securing external links. A strategy may also include an SEO audit, a backlink analysis, and task assignment.
- **Target Anchor Text:** The clickable word or words that links from an external website to a page on your website are referred to as anchor text. The target anchor text is how you want external websites to link to your pages.

- **Target URLs:** The web pages you will promote in a strategy are known as target URLs. These are the web pages you'd like to see more traffic to from organic search.
- **Media List:** A media list (also known as a press list or media contact list) is a document that contains a list of media contacts such as journalists, reporters, media influencers, bloggers, and others.
- **Pitch:** A script template that teams can distribute to relevant bloggers, journalists, and influencers. It is also known as media pitch, it is the email you send to editors when pitching your client or brand for press coverage and interest.
- **Content Ideas:** Topics for articles that would be well-received by external websites. These content ideas should be able to be written by a company as well.
- **Content Marketing:** It is essentially about creating and then utilizing your own publishing channels, though it can also include channels such as social media.
- **Google Analytics:** Measures traffic growth as well as lead and sales conversions. It is difficult to effectively measure public relations
- **Google Search Consoles:** Increases in clicks, impressions, and brand mentions and also significantly improves search analysis.

14.10 QUESTIONS FOR SELF IMPROVEMENT

1. Write a short note on digital PR but relevant references.

2. Differentiate between traditional PR and digital PR with suitable examples.

3. Explain any two types of digital PR.

4. Explain the strategy of digital PR with references.

5. Write short note on the following:

o Google analytics

o Social media marketing

o Lead and sales

6. Plan a digital or traditional media PR campaign while mentioning tools and strategy on any topic.

14.11 REFERENCES

Online Reading:

<https://prlab.co/what-is-digital-pr-and-how-it-boosts-your-seo/>

<https://www.digitalpr.com/blog/digital-pr-search-rankings-google/>

<https://www.nobrainagency.co.uk/blog/digital-pr/5-steps-to-create-a-digital-pr-strategy/>

<https://www.mediatoolkit.com/blog/digital-pr/>

<https://blog.frac.tl/what-is-digital-pr>

<https://digitalmarketinginstitute.com/blog/what-is-digital-pr>

Text References:

Digital PR by Danny Whatmough

All about PR in digital world by Gulrez Alam, Md Badshah and Pallak Kainthla

- The ultimate Marketing and PR book: Understand your customers, Master digital marketing and Perfect public relations by Eric Davies, Nick Smith and Brian Salter.
- Introduction to Public Relations: Strategic, Digital, and Socially Responsible Communication by Janis Teruggi Page, Lawrence J. Parnell
- Public relations and media: PR strategies for digital age by Mathew Knowles