

PAPER 4

PRACTICE OF PUBLIC RELATIONS & CODE OF ETHICS IN PUBLIC RELATIONS

LESSON 1 Public Relations- Principles and Models

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COURSE CODE: 04  
LESSON 01

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## **PUBLIC RELATIONS: PRINCIPLES AND MODEL**

### **Structure:**

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### **1.1 Objective:**

The motive of this chapter is to understand the meaning, definition, nature and scope of Public Relations. Further, in the present chapters, some essential steps to be also discussed, which plays a vital role for PR planning.

After reading this chapter you will be able to understand:

- the meaning of PRs.
- the evolution and growth of PRs.
- the Principles of PRs.

The steps to be followed or not for better PRs

## 1.2 INTRODUCTION

Public Relation is a management function that involves monitoring and evaluating public attitudes and maintaining mutual relations and understanding between an organization and its public. Public could include shareholders, government, consumers, employees and the media. It is the act of getting along with people we constantly come in touch with. PROs ensure internal cohesion in the company by maintaining a clear communications network between the management and employees. Its first objective is to improve channels of communication and to establish new ways of setting up a two-way flow of information and understanding. Subject of Public relations is a management function that helps organization to compete effectively in the competitive and global era. The job scope of public relations goes far beyond the skills of communicating. To be competent and efficient practitioners urgently need holistic skills and knowledge.

## 1.3 MEANING AND DEFINITION OF PUBLIC RELATIONS

Public Relations means exactly what the words suggest relations with the public. Human beings can never live in isolation, we need someone to talk, and share our views. In this way we practice public relations from just after we take birth. Public Relations, simply defined, are the practice of doing the right thing of performing and communicating the substance of that very performance. The distinctive thing about public relations is that it is deliberate.

Technically defined, public relations are the management function that evaluates public attitudes, identifies the policies and procedures of the organization, and executes a program of action to earn public understanding and acceptance. It includes the followings:

- **Public Attitudes:** What does your community think of your organisation? Is the public's perception the same as the image that you think you are trying to project? Stay in touch with the view of your community, informally, by talking to a neighbour and formally, by doing a small survey.
- **Policies and Procedures:** Ensure that your PR objectives are in line with organisational goals. Should your organisation appoint one person to look after PR? Is your PR plan developed in conjunction with other planning? Has your organisation budgeted any money for its materials?

Make sure that PR is a priority for your organisation and is treated equally to other projects and committees.

- **Execute a Plan of Action:** Don't just talk about it. Identify newsworthy projects, list the tasks required to get the public's attention, delegate these tasks, follow through, and thank the media and your volunteers. Do it and do it right. Other statements to help you gain an understanding of public relations:

• It is not paid advertising

• It is a communications tool

• PR seeks to influence attitudes

• PR is what others say about your organization

## 1.4 MODEL OF PUBLIC RELATIONS

The steps to be followed in the process of public relations are as follows:

- 1. Establish a public relations role in the chapter/division:** Needless to say, this is the easiest step in the process. At all times, however, the chapter/division leadership must be committed to the public relations function. Public relations must be treated with the same respect given to professional development, bulletins or newsletters, government relations or membership development. The Committee chair and members must have communications skills and enthusiasm.
- 2. Define the objectives of the public relations program:** A good tool to define objectives is a brainstorming session. Consider including members of your board. A brainstorming session will lead to the development of public relations objectives on which everyone agrees.
- 3. Define the target audience(s):** Whom do you wish to reach with your message? The response will vary, but generally includes members of the Association, potential members, the library/information science community, academe, related professional associations and the media.
- 4. Define the message(s):** What is your message? What do you want to get across to any one of the audiences? Again, the message will vary.
- 5. Develop the strategy (ies):** The strategies are a key element of your plan. The strategies are used to reach your target audiences and convey your messages, as well as forming the basis of your public relations plan. An abbreviated list of strategies might include:
  - a. Continually develop public relations materials.
  - b. Use a broad spectrum of media to convey the message.

- c. Promote public relations resource to members.
- d. Build and develop media contacts.
- e. Work as the best source of information (credibility building) for the media.
- f. Work to position the President and Executive Director as spokespersons for the profession and Association.
- g. Coordinate with other staff members.

**6. Set goals:** What do you want to accomplish? Ideas may include:

- a. Increase visibility for the profession.
- b. Effectively promote Association programs and services.
- c. Enhance the image of the special librarian.
- d. Meet the public relations needs of Association units.

The choice is yours, you can make your goals as high as you wish. The key to continuing your work within a committee is to maintain enthusiasm. Overstated goals can drain a committee of valuable energy from trying to reach the stars.

**7. Coordinate with other timetables or appropriate people:** To be effective in your role as a public relations committee chair, you must know what is happening within your unit. In speaking with chapter/division public relations chairs, a frequent complaint is, "I didn't know the event was planned."

Two major mistakes in public relations programming is not knowing what the other committee chairs have planned and not allowing adequate time to execute your plan. The chief responsibility of the public relations chair, in order to be successful, is to COMMUNICATE. Ask questions. You must know what is happening or planned. Beyond getting the information you must build your credibility for obtaining the information you need to operate. Build your respect and with any luck at all, the professional development chair will call you and say, "We need your help in promoting the workshop." Part of this access should be established when the board creates the committee.

- 8. Prepare a written plan and timetable:** Have a written plan complete with deadline dates. The best plans are yearly, but implement what is most effective given your constraints.

Edward Bernays, the public relations pioneer, lamented how loosely the term public relations is used. To illustrate his concern, Bernays told about a young woman who approached him for a career advice. He asked her what she did for living. "I'm in public relations," she said. He pressed

her for details, and she explained that she handed out flyers (brochures). It's unfortunate, but the term, public relations sometimes is used loosely. Some people think that it is just about good communication skills, talking, and smiling prettily to make people feel good. The fact, however, is that public relations goes far beyond good interpersonal skills. For some individual public relations practitioners, public relation revolves around the following:

- Public Relations = Advertising
- Public Relations = Press Agency
- Public Relations = Sales Promotion
- Public Relations = Communication

This all is just a part of what public relation constitutes, industry is growing all over the world, one should be aware of all aspects related to it. A recent trend is to look at public relations in terms of an organization's reputation. A personal favourite is that a public relations is "the management of reputation". A public relations personnel is responsible for the communication between an organization and its key stakeholders. In the case of technical marketing, this includes communications relating to products and technologies as well as the corporate values of the organization. Public relations are thus a strategic function, which concerns management at the highest level, employing tactical tools in order to implement defined strategies. For some public relations help an organization and its public to adapt mutually to each other Public relations helps organizations effectively interact and communicate with their publics.

Four steps are necessary for public relations to accomplish goals:

- **Identify Existing Relationships**

In modern society institutions have many relationships. A college, for example, has relationships with the students, its faculty, its staff, its alumni, its benefactors, the neighbourhood, the community, the legislature, other colleges, and perhaps unions. The list could go on and on. Each of the constituencies is called public relations.

- **Evaluate the Relationships**

Through research, the public relations practitioner studies these relationships to determine how well they are working. This evaluation is an on going progress. An organization may have excellent relations with the government one year and win major appropriations, after a scandal related to the organizations tax frauds the next year, government may be downright unfriendly. So situation can change at any time, professionals need to work hard and save image of the organization, even before something happens.

- **Design Policies to Improve Relationships**

The job of public relations people is to recommend policies to the top management to make these relationships work better, not only for the organization but also for the partners in each relationship.

- **Implement the Policies**

Public relations are not a mass medium itself, but PR uses the media as tools to accomplish its goals. The number of people in most of the publics with each public relations practitioners need to communicate is so large that it can be reached only through mass media. The influence of public relations on the mass media is extensive. Half of the news in many newspapers originates with the formal statements or news releases from organizations that want something in the paper. It is the same with radio, television, and even with the Internet.

Misconceptions about public relations include the idea that it is a one-way object for institutions and individuals to communicate to the public. But the good practice of public relations seeks two-way communication between and among all the people and institutions concerned with an issue. Public relation affects almost everyone who has contact with other human beings. All of us in one way or another practice public relations daily. For an organization, every phone call, every letter, every e-mail and every face-to-face encounter is a public relations event.

Unfortunately, public relations is not yet a profession like law, accounting or medicine, in which all practitioners are trained, licensed and supervised. Nothing prevents some one with little or no formal training from hanging out a shingle as a public relations specialist. Such quacks humiliate professionals in the field and bring bad name to the profession. Public relations in North America are totally different than that in India. Canadian Public Relations Society, works on set parameters. For becoming public relations professional, one is required to have specialized education and training in public relations. After finishing education, one is required to practice public relations for five years, after that only the individual can appear for the accreditation test and if he or she qualifies the test then only accreditation certificate is issued. Public Relations Society of India should also change the parameters of enrolling professionals as its members, and it should also conduct events at least quarterly to keep practitioners aware of the changes in the industry, and this will even give them an opportunity to develop their network.

## **1.5 BASIC ELEMENTS OF PUBLIC RELATIONS**

1. Objective: *What do you want to accomplish?*
2. Target: *Who do you want to reach?*
3. Position: *How do you wish to be perceived?*
4. Strategy: *How do you want to inform your target audience?*
5. Action Plan: *How do you accomplish your strategy?*
6. Results: *Have you succeeded?*
7. Evaluate: *What happened? How can you improve in the future?*

## 1.6 EVOLUTION OF PUBLIC RELATIONS

The increasing incidence of change, conflict, and confrontation in society is yet another reason for the evolution of public relations: Women's rights; senior citizen's rights; consumerism; environmental awareness; layoffs and resultant unhappiness in society. With the growth of Internet activities have become increasingly more daring and effective. Although modern public relations are a 20th century phenomenon, its roots are ancient. Leaders in every society throughout the civilization understood the importance of influencing public opinion through persuasion. For example, archaeologists found a farm bulletin in Iraq that told farmers of 1800 B.C. the latest techniques of harvesting, sowing and irrigating. It was a good example of planned persuasion to, reach a specific public for a particular purpose; in other words, public relations. Later on, the Greeks put a high premium on communication skills. The best speakers, in fact, were generally elected to leadership positions. When modern day public relations experts agree to represent repressive governments in Serbia or Nazi sympathizers in Switzerland or when Republican communications experts like Dick Morris switch sides to join Democrats like Bill Clinton and then reveal confidential campaign secrets, these ethical questions remain very much a focus of modern public relations.

Even the Catholic Church had a hand in the creation of public relations. In the 1600s under the leadership of Pope George XV, the church established a college of propaganda to "help propagate the faith." In those days the term propaganda did not have a negative connotation; the church simply wanted to inform the public about the advantages of Catholicism. Indeed, the roots of public relations lie in the -development of propaganda, defined neutrally.

- **Into the 1800s**

The practice of public relations continued to percolate in the 19th century. Among the most prominent, yet negative, antecedents of modern public relations that took hold in the 1800s was press agency. Phineas, T. Barnum was one of the notorious practitioners of this art. Most public relations professionals would rather not talk about P.T. Barnum as an industry pioneer. To some Barnum was a huckster, whose motto might well have been, 'The Public Be Fooled.' Some defenders suggest that while Barnum may have had some faults, he nonetheless was respected in his time as a user of written and verbal public relations techniques. Like him or not, Barnum was a master publicist. He purposely gave his star performers short names-for instance, Tom Thumb; and Jenny Lind, the singer-so that they could easily fit into the headlines of narrow newspaper columns. In this modern era, some practitioners do practice his techniques.

Barnum's methods to achieve publicity for his museum attractions and circus act pales in comparison with the efforts of today's entertainment publicist. Public relations are also required to generate results, because it is also perceived as part of marketing mix. Today's entertainment publicists play hardball. Indeed modern-day press agents have become so powerful that some publications derisively label public relations practitioners as press agents.

- **Emergence of the Robber Barons**



The American Industrial Revolution ushered in many things at the turn of the century, not the least of which was the growth of public relations. The 20th century began with small mills, and localized business, which served as the hub of the economy, giving way to massive factories. Limited transportation and communications facilities became nation-wide railroad lines and communications wires. Big business took over, and the businessman was the king. Consumer rights were not there to protect the interest of consumers. At that time industry was interested in earning more profit rather than improving the standards of living for the citizens. Railroad owners such as William Vanderbilt the bankers such as J.P. Morgan, oil magnates such as John D. Rockefeller, ruled the fortunes of thousands and others. The famous and perhaps sarcastic response of Vanderbilt when questioned about the public's reaction to his closing of the New York Central Railroad: "The public be damned".

Americans cursed Vanderbilt and his type as robber tycoons that cared little for the society. Most of the dependents on these industrialists for their livelihood felt powerless to rebel, the seeds of discontent were being sown liberally throughout the culture. It was just a matter of time before the robber barons got their deserved penalty.

- **Enter the Muckrakers**

When the axe fell on the robber barons, it came in the form of criticism from a feisty group of journalists dubbed "muckrakers." The "much" that these reporters and editors "raked" was related to the scandalous operations of America's business enterprises. Journalistic shock stories soon led to a wave of sentiment for legislative reform. As journalists and the public began more anxious, the government got more involved. Government began passing laws telling business leaders what they could and couldn't do. Trust busting then became the order of the day. Conflicts between employees and employers began to break out, and newly organized labour unions came to the fore.

For a while, these men of inordinate wealth and power found themselves limited in their ability to defend themselves and their activities against the tidal wave of public condemnation. To tell their side of the story, the business tycoons first tried using the lure of advertising to silence journalistic critics; they tried to buy-off critics by paying for ads in their papers. It didn't work. Next, they paid the press agents, to present their companies' position. Often, these hired guns painted over the real problems and presented their clients view in the best possible light. The public saw through this approach. Business leaders were discovering that a corporation might have capital, labour, and natural resources, yet be doomed to fail if lacked intelligent management, particularly in the area of influencing public opinion. The best way to influence public opinion, as it turned out, was through honesty and frankness.

## **1.7 GROWTH OF MODERN PUBLIC RELATIONS**

With change of era, field of public relations started changing the way of carrying out the business. It was clearly understood by the high-powered companies that individuals have responsibility to inform their publics. So the practice began to grow in every sector, as detailed below.

## **1. Government**

During the World War I, American President Woodrow Wilson established a committee under journalist George Creel. The group composed of the nation's leading journalists, scholars, press agents and other celebrities, worked hard to mobilize public opinion in support of the war effort and to stimulate the sale of war bonds through Liberty Loan publicity drives. With this public relations profession got a boost. The nation was highly impressed with the potential power of publicity.

During World War II, the public relations received an even bigger boost. The proliferation of public relations experts in World War II to a growth in the number of practitioners during the peace that followed. Public relations were recognized as a tool to send across the message to the public efficiently. With growth of the new economies and over all development in the world, public relations got recognition, and are being used in most of the world.

## **2. Counseling**

In the 1990s, the counseling business saw the emergence of international super agencies. Most of the agencies have a worldwide recognition these days. Latest to join the ranks of successful public relations agencies are those who specialize in online public relations. It has been quite remarkable to see the dramatic growth of public relations in recent firms. This will continue. Specialist firms in technology, investor relations, health, and government relations will continue to play important role, and of course there will be a strong need for local and regional firms.

## **3. Education**

One public relations pioneer who began as a publicist in 1913 was Edward L. Bernays, nephew of Sigmund Freud, a great psychologist and a master of human psychology. Bernays was a giant in the public relations field for nearly the entire century. Bernays was a true public relations scholar. He taught the first course in public relations in 1923. He was the first to disassociate public relations from press agency or publicity work. Bernays wrote later: At first we called our activity "publicity direction." We intended to give advice to clients on how to direct their actions to get public visibility for them. But within a year we changed the service and its name to "counsel on public relations." We recognized that all actions of a client that impinged on the public needed counsel. Public visibility of a client for one action might be vitiated by another action not in the public interest. Bernays was also at least indirectly responsible for encouraging the development of another public relations phenomenon that would take an added impetus in the 1990s-the emergence of women in the field. Boost in Public Relations is due to:

- The growth of large institutions and their sense of responsibility.
- The increased changes, conflicts among interest groups in society.
- The heightened awareness of people brought about by increasingly sophisticated communications technology everywhere.

## **4. Growth of Large Institutions**

The public relations profession received perhaps its most important thrust when business suffered its most severe setback. The economic and social upheaval caused by the Great Depression of the 1930s provided the impetus for corporations to seek public support by telling their stories. The conflict between the government and business is unique in America. In other nations-Japan and Germany most prominently government and business work more in concert to achieve common goals. In India, public relations is being practiced by the government organizations but it is restricted to the extent of public affairs, and this very function is not being served properly by the government organizations. Whereas public relations in the private sector is now picking pace and with the change in time public relations would also be considered as one of the best professions. In United States, many businesses, both large and small, complain that government over regulation frustrates their ability to prosper.

## **5. Changes and Conflict**

The conflicts during the early part of the decade between private economic institutions-especially large corporations and various disenfranchised elements of society arose from long standing grievances. Women, long denied equal rights in the work place and elsewhere, began to mobilize into activist groups, to seek justice and equal rights. Environmentalists, worried about threats to land and water by business expansion, began to support groups. Minorities, particularly blacks and Hispanics, began to protest for rights. Homosexuals, AIDS activists, senior citizens, birth control advocates, social activists of every kind began to challenge the legitimacy of large institutions.

## **6. Heightened Public Awareness**

Government played active role in implementation of rules and regulations in the form of action guidelines, senior citizen programs, consumer and environmental protection acts and agencies, aids to education and other laws. Business began to contribute to charities. Managers began to consider community relations a first line responsibility. The general policy of corporations confronting their adversaries was abandoned. By the new century, the vast majority of American homes had television, with millions wired for cable and another 100 million online. As a result of all this communication, publics have become much more segmented, specialized, and sophisticated. Public relations professionals have had to discard many of the traditional methods used to reach and influence these publics.

## **7. Global Democracy in the 21st Century**

In the 21st century, with few glaring repressive exceptions, democracy is virtually everywhere in the world. If something happens in a civilized democratic country, the information about that incident spreads all over the world in just matter of seconds. The Berlin Wall's destruction was transmitted live around the world. So was the dissolution of the Union of Soviet Socialist Republics. In 1993, two longtime archenemies, Nelson Mandela and Nicholas Deklerck, stood together to share the Noble Peace Prize as free elections were held in South Africa and a black former prisoner of the state became the president. Some years later two equally passionate enemies, together to hammer out a peace proposal for their perceptually warring lands. Even in

societies slower to pick up the cudgel of democracy, there is change. The Communist China celebrates its anniversary by inviting Western business leaders to tour its new economy.

## **8. Growth of Internet and World Wide Web**

In the 21st century, true two-way communication has arrived. Not only have satellite, mobile phones, faxes, scanners, voice mail system, videodisk technologies and all the rest revolutionized the information transmission and receiving process, but the emergence of the Internet and World Wide Web have radically intensified the spread of communication even further.

Internet is a powerful push media, because no one has any control on the pop up windows. The impact of web on public relations practice has been phenomenal. E-mail dominates not only internal communication but external communication too; just on a click of mouse user is able to send the message across the state and even across the country. Journalists now regard the Internet as their number two choice of organizational contact-just behind a human source. Knowledge of and facility with the Internet is no longer an "option" for public relations professional. It is a necessity, which is cheap, impressive, effective and now massively available.

## **9. Public Relations Education**

Though in India, universities, colleges and other institutions provide courses in mass media and public relations, but the level of enthusiasm is not up to the required standard. More work is to be done in India and near by countries to enhance the scope of public relations. Now days the western world is looking towards India, as it has a large market place, readily available for multinational organizations. If skilled professionals in the field of public relations were available then it wouldn't be difficult to place public relations into top slot. In business, the practice of public relations has become an integral part of the way companies operate. Therefore, business students should be exposed to the discipline's practical aspects before they enter the corporate world.

The practice of public relations in the 21st century stands as a potent, persuasive force in society. Clearly, the public relations field today whatever it is called and by whoever it is practiced-is in the spot light. It is a highly paid profession, but to reach on the top slot professionals as well as aspiring professionals need to work hard. This field is highly demanding, and to fulfill the demand of the job, professional needs to keep on updating his or her knowledge to survive in the business, so it should be mandatory for every professional to undergo training.

The advantages of PRs are : credibility of sources, lower the cost of advertisement, clutter of advertisement avoidance, lead generation, ability to reach specific groups and image building. On the other hand, the major disadvantage of PRs is the potential for not completing the communication process. And also they may misfire through mismanagement and lack of coordination with the marketing department.

## **1.8 PUBLIC RELATIONS PRINCIPLES**

Friedman's Principles of Public Relations by Mitchell Friedman are as follows:

1. Public relations should support marketing efforts. But public relations lose its value as a truly objective force if it slavishly adopts marketing's orientation and language.
2. Public relations succeeds when it fills three key roles: (1) organizational conscience; (2) overseer of the corporate brand/reputation; and (3) manager of relationships with internal and external audiences. As such, public relations can serve as the ultimate bulwark against the inevitable excesses and miscalculations of marketing, sales, and other organizational functions.
3. Education and training in public relations must be based on an understanding of the function filling the three aforementioned roles - not simply as publicity or marketing tool.
4. The opportunity to define one's work, as "public relations" should be reserved for those whose responsibilities cover some portion of the three roles identified above.
5. Publicity - the sum total of efforts whose purpose is to generate media coverage - is not public relations. Publicity is part of media relations, which is one of several major public relations functions.
6. The expression "get good PR" is consistent with a view of public relations merely as publicity.
7. "Creating buzz" as a public relations effort is also consistent with a publicity orientation. A focus on "creating buzz" risks diverting attention from the indispensable role public relations practitioners can and should fill.
8. Success in public relations demands strict intellectual honesty and integrity in all aspects of one's professional demeanor.
9. A public relations professional must have access to every aspect of an organization's operations if he or she is to be effective. A skilled practitioner professional possesses an insatiable appetite for information about the organization or cause being represented and, in general, the environment in which it operates.

## **1.9 DO'S OF PUBLIC RELATIONS**

1. Do respect reporters and editors.
2. Do invite media people to events and on tours of interesting facilities.
3. Do answer telephone calls from media promptly.
4. Do provide facts and figures when asked.
5. Do have your facts and figures clear.
6. Do get to know your media contacts.
7. Plan, plan, PLAN.
8. Do respect deadlines.
9. Do keep an up-to-date media mailing list.
10. Do create a stylebook.

## 1.10 DON'TS OF PUBLIC RELATIONS

1. Don't ignore radio and weekly newspapers as important sources of media placement.
2. Don't talk off the record--it doesn't exist.
3. Don't talk to a reporter unprepared. If you do not have an answer, don't make one up. Offer, instead, to gather the information and call the reporter back.
4. Don't become angry with members of the media. Angry letters or calls close doors.
5. Don't attack a newspaper for a negative story or for not using your story. Do investigate other reporters who might be interested in your story.
6. Don't badger or harass busy reporters. If it is clear that a reporter is busy, cut the call short. If it is clear that a reporter isn't interested in a story, end the conversation.
7. Don't say "no comment." This phrase indicates that you're hiding something.
8. Don't give up. Developing an effective public relations campaign is not easy or quick.
9. Don't forget to thank reporters.

## 1.11 SUMMARY

Public relations as a field has grown immeasurably in numbers and respect over the last three decades and today is clearly a growth industry. In the 21st century, while industries such as banking, utilities, and retailing are vulnerable to recession movements; the public relations profession is expected to thrive, with more and more organizations interested in communicating their story. It is unfortunate that still in India, people have very less knowledge about public relations; it is hard for professionals to define to their peer groups, and relatives as to what they do for living. Indian business organizations think of hiring a charming lady in her 20's to handle public relations for the organization. Now is the time to change in this era of globalization, organizations need to come out of this sick mentality, and should foresee public relations seriously. There are no universally accepted definitions of public relations. Any book on the subject will list a number and add to them. For the purpose of this chapter, it is enough to say that the movement is way from definitions involving persuasion and towards the idea of two-way communication.

## 1.12 Key words

defend: protect from attack

emerge: come up

## 1.13 Self-Test Questions

2. What do you mean by Public Relations? Why do they are important in the society?
3. Detail the evolution and growth of Public Relations in India.
4. What can happen if Public Relations are not available? Comment.
5. What is scope of Public Relations in the Marketing and Advertising Age?

## 1.14 Suggested Readings

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## **PUBLIC RELATIONS: TOOLS, CREDIBILITY AND TRUTH**

### **STRUCTURE:**

- 2.1 Objective
- 2.2 Introduction
- 2.3 Tools of Public Relation
- 2.4 Source Credibility
- 2.5 Limitations of Credible Sources
- 2.6 Truths and Public Relation Campaign
- 2.7 Measuring The Effectiveness of PR
- 2.8 Publicity
- 2.9 Summary
- 2.10 Key words
- 2.11 Self-Test Questions
- 2.12 Suggested readings

### **2.1 OBJECTIVE:**

The motive of this chapter is to understand the tools of Public Relations. Further, in the present chapters, some essential aspects related to credibility of source and truths in PR campaign are also discussed.



## 2.2 INTRODUCTION

All public relations professionals as well as all those working in marketing and sales should go ahead meet people, try to talk to them, shout jingles, have fun be cool, calm and patient. Carve out as much as you can do introspection after every such meeting and talk to your inner self about your achievements and try to find out what you missed and work on it. Move ahead, move fast with the spirit of winning hearts of all, use your charm glory, and always be presentable as people judge you most of the time on the basis of our looks. Your moderate style of presenting yourself as a product for sale may develop relations that could last very long and benefit you as a professional in understanding the human anticipations. Therefore go ahead and start working on your public relations.

We live in an age of dependence in which all of us are increasingly reliant upon one another for the satisfaction of our needs. The growing complexities of our society and the inevitable problems thereby created have tended to nullify this formerly concept of independence. Today few people are able to accomplish their aims without the help of others. My "guru" used to tell me, it's whom you know, not what you know that counts. As with most generalizations, this has an element of truth sufficient only to constitute a serious hazard for those who attempt to live by it. A good public relations person must know who, what, when, where, why and how. Otherwise the professional is working in dark, and this can have very horrifying consequences.

Nevertheless knowing people is a great asset and being known is almost equally important. It is true that you have to know others but it is not essential that they should be aware of what you really are, that is you have to portray different pictures of your inner and outer self if you want to be successful in this profession of performance recognition.

This should not be constructed as giving a blanche for a hefty expense account while wining and dining, and getting to know all and sundry. On the contrary, the important contacts are those made day-today in the normal course of business. Most valuable are rarely the most expensive, among these can be counted the local government officers, counselors, neighbours, friends, staff members and customers. Every public relations professional must remember that customers are the actual kingmakers.

From the point of view of Mr. Fixit for any PR person to be, the range of contacts should always be growing and the move of making resourceful contacts should never stop. 'One can never know too many people. Apart from the gentlemen of the press the complete public relations professional must know photographers, printers, contractors, caterers, designers, artists, travel agents, advertising professionals, display and-exhibition specialists.

When public relations job is so difficult even then people say "Wining, Dining and mutual appreciation is perhaps, the most appropriate description of the profession." This isn't very hard. Most of these people come to your door or at least they write to you, looking for business. The secret is to establish and maintain personal contacts. It is amazing how many friends you can

make in this way and how many more contacts the initial ones lead to. The contacts on the other side of the fence are generally more troublesome to define, and of more problematic to define. However, the difficulty in definition is mainly mine not yours. Certainly you should know the opposition-not too well but well enough for mutual recognition and to pass the time of day. But since every business has its own peculiar range of publics, which changes constantly, how can I suggest you to know all.

When you have defined your publics, as a basic PR exercise, you should then be able to start a list if contacts are to be made, beginning with your opposite trade associations, and through to typical customers or users of the product or service you are promoting. If you have mutual interest then make the contact worthwhile, the other fellow will want to meet you as much as you want to meet him.

## **2.3 TOOLS OF PUBLIC RELATION**

Once the research has been conducted and the target audiences identified, the public relations program must be developed and delivered to the receivers. A number of PR tools are available for this purpose including press releases, press conferences, exclusives, interviews, and community involvement.

### **PRESS RELEASE**

The Press Release One of the most important publics is the press. To be used by the press, information must be factual, true, and of interest to the medium as well as to its audience. The information in a press release won't be used unless it's of interest to the readers of the medium it's sent to. For example, financial institutions may issue press releases to business trade media and to the editor of the business section of a general-interest newspaper. Information on the release of a new rock album is of more interest to radio disk jockeys than to TV newscasters; sports news also has its interested audiences. While a press release is an essential tool in public relations, it is one of many. It is usually the primary way you communicate your "NEWS" and information to the outside world. A press release should relate some genuine news. It should be brief, clear, factual, accurate, thoroughly proofread and neat. It should answer who, what, where, when and why in the first paragraph and include information in descending order of importance. Name of contacts, phone numbers and the release date should be clearly indicated. Releases should be limited to two pages. If there is more to the story, other information can be added as attachments (Fact Sheets, Biographies or Brochures). Quotes are important in a release. Usually it's best to quote the head of your organization or the person responsible for the program being announced. Quotes flesh out the factual presentation, lend meaning and color to the story. They should not sound "stiff." It is best to use quotes that express an opinion or a position. The release itself should be factual. Press releases can be written on election of officers, special events and programs, awards and publications, to name a few. Good press releases tie into local angles. For example, if your division releases a salary survey or local directory of special libraries that's news that might be of interest to an editor. Your news releases will be used if you gain a reputation for submitting timely, newsworthy information that doesn't need massive editorial overhaul. Be brief. If an editor or reporter wants more information, he or she will call you. Write in inverted pyramid

style, because editors cut from the bottom of a story. The most important information belongs in the first paragraph, and additional information follows in order of importance. Always tell who, what, where, why, when, and how. Use facts, not hype. The typical editor sees hundreds of "Dramatic, new, State-of-the-Art Improvement" stories each day. Present the facts clearly and simply, and let the editor decide what is important, editors are hired to exercise sound news judgment. Use active voice, subject-verb construction and conversational language. Write in simple sentences (17 words is a good average for readability), with two or three sentences per paragraph.

Address news releases to the editor personally. Information that looks like junk mail usually ends up in the newsroom trash. One page is good; two pages is more than enough. Additional background information can be attached, but don't bury the editor. List a contact name and phone number clearly in the release. Generally, the contact and telephone is listed at the top of the release with the notation, "FOR IMMEDIATE RELEASE." Make the editor's job as easy as possible--double-space your release for easy, clear editing. Use a wide margin for the same reason. Have someone unfamiliar with the subject or contents read your news release. If it doesn't make sense to your test-reader, it probably won't make sense to an editor. Include a photograph whenever possible. Even if the photograph is never printed, a good photograph may get your release a little closer to the top of an editor's crowded desk. When a photograph or other artwork is included with the release, label the top of the release "with photo" or "with art."

Place a typed label on the back of every photograph. Record the subject, news release title, and your company name. This makes sure your photo finds a home in case it gets separated from your release. Photographs can be expensive to reproduce in sufficient quantities to accompany a release and might not be used anyway. Some newspapers will never use a photograph that has not been taken by a staff photographer; others welcome an interesting, creative shot. It is worthwhile, however, to send most types of photographs to smaller, weekly papers. Always indicate on the press release that photos are available. Develop a standard news release distribution list. Include appropriate local newspapers (daily and weekly), radio and television stations, cable news stations, trade publications, and business publications.

Some professionals suggest sending out hundreds of releases; others suggest sending it to only a handpicked list of key media. Usually it's best to do a bit of both. Use judgment. Develop two mailing lists--a large, general list, and one carefully targeted to key media whom you will contact individually. If you want to send news releases to reporters electronically, first send an e-mail asking whether they want to receive them in that format. Some reporters are still paper-based. News releases should be faxed only when they must be distributed in a hurry because of their timely news value -- not because you didn't get them done on time.

## **2. PRESS CONFERENCES**

We are all familiar with press conferences held by political figures. While used less often by organizations and corporations, this form of delivery can be very effective. The topic must be of major interest to a specific group before it is likely to gain coverage. Usually major accomplishments (such as the awarding of the next Super Bowl or Olympics location), major

breakthroughs (such as medical cures), emergencies, or catastrophes warrant a national press conference. On a local level, community events, local developments, and the like may receive coverage. Companies often call press conferences when they have significant news to announce, such as the introduction of a new product or advertising campaign. Sports teams use this tool to attract fan attention and interest when a new star is signed. TV3, a Malaysian broadcast system, held an international press conference to announce its introduction of an interactive TV service. Hertz held two press conferences regarding O. J. Simpson when he was accused of murdering his wife-the first to announce that it would continue to support him as its spokesman, the second to announce that it would discontinue the relationship.

## **EXCLUSIVES**

Although, most public relations efforts seek a variety of channels for distribution, an alternative strategy is to offer one particular medium exclusive rights to the story if that medium reaches a substantial number of people in the target audience. Offering an exclusive may enhance the likelihood of acceptance. As you watch television over the next few weeks, look for the various networks' and local stations' exclusives. Notice how the media actually use these exclusives to promote themselves.

## **INTERVIEWS**

When you watch TV or read magazines, pay close attention to the personal interviews. Usually someone will raise specific questions, and a spokesperson provided by the firm will answer them. For example, when four people died from eating tainted hamburgers at Jack in the Box restaurants, the company's president gave personal interviews with the press to detail the corrective actions the company would take. Microsoft's president, Steve Ballmer, appeared in a number of personal interviews to present the company's position in a legal case brought against it by the U.S. government. Monica Lewinsky's first TV interview with Barbara Walters of ABC was a major coup for the network, as the ratings were among the highest ever recorded. (The interview just happened to take place during "sweeps") Peter Bijur, the chair of Texaco, met with the press to discuss his plans to eliminate discriminatory practices within his corporation.

## **5. COMMUNITY INVOLVEMENT**

Many corporations enhance their public images through involvement in the local community. This involvement may take many forms, including membership in local organizations like the Kiwanis or Jaycees and contributions to or participation in community events. For example, after Hurricane Floyd created so much damage in the South, a number of companies came to the assistance of those experiencing losses. Retail Alliance provided Rs.1 million in interest-free loans to small' businesses. Lowe's stores contributed Rs.5,000 and the Franciscus Company, a Virginia Beach condo developer, donated furnishings from professionally decorated model homes.<sup>16</sup> In addition, a local trade association raised Rs.53,000 for victims in less than one week. A flood in Venezuela, which killed hundreds, brought aid from governments and businesses from around the world. The media also devoted free airtime to aid victims by coordinating activities, announcing programs and food drop-off points, and so on. .

## 6. THE INTERNET

Internet has become a means by which companies and organizations can disseminate public relations information. Just as in the print media, companies have used the Web to establish media relations and government, investor, and community relationships; deal with crises; and even conduct cause marketing. Companies have used their websites to address issues, as well as to provide information about products and services, archive press releases, link to other articles and sites, and provide lists of activities and events. Other Internet tools, including e-mails and e-mail newsletters, have also been used effectively. It is observed that while public relations activities are increasing on the Internet, and will continue to do so, PR people have been some of the slowest to adopt the new technology. However, as more and more media people and PR people gain confidence, the Internet will become a major source of public relations activities. Other methods of distributing information include photo kits, by lined articles (signed by the firm), speeches, and trade shows. Of course, the specific mode of distribution is determined by the nature of the story and the interest of the media and its publics.

### 2.4 SOURCE CREDIBILITY

Credibility is the extent to which the recipient sees the source as having relevant knowledge, skill, or experience and trusts the source to give unbiased, objective information. There are two important dimensions to credibility, expertise and trustworthiness. A message is more believable to an audience if the source has credibility, which is why writers try to attribute information and quotes to people who are perceived as experts. If a layman comment that in the coming two months the present ruling party of India will make reshuffle in its party organisation, then no one is going to believe. But if the Prime Minister Manmohan Singh makes this statement, audience will hear and believe it, all due to the credibility of the source. Prime Minister is more credible than a layman, that's why he is being heard.

A communicator -seen as knowledgeable, someone with expertise is more persuasive than one with less expertise. But the source also has to be trustworthy honest, ethical, and believable. The influence of a knowledgeable source will be lessened if audience members think he or she is biased or has underlying personal motives for advocating a position (such as being paid to endorse a product). One of the most reliable effects found in communications research is that expert and/or trustworthy sources are more persuasive than sources who are less expert or trustworthy? Information from a credible source influences beliefs, opinions, attitudes, and/or behavior through a process known as internalization, which occurs when the receiver adopts the opinion of the credible communicator since he or she believes information from this source is accurate. Once the receiver internalizes an opinion or attitude, it becomes integrated into his or her belief system and may be maintained even after the source of the message is forgotten. A highly credible communicator is particularly important when message recipients have a negative position toward the product, service, company, or issue being promoted, because the credible source is likely to inhibit counterarguments. Reduced counter arguing should result in greater message acceptance and persuasion.

- **Applying Expertise:** Because attitudes and opinions developed through an internalization process become part of the individual's belief system, marketers want to use communicators with high credibility. Companies use a variety of techniques to convey source expertise. Sales personnel are trained in the product line, which increases customers' perceptions of their expertise. Marketers of highly technical products recruit sales representatives with specialized technical backgrounds in engineering, computer science, and other areas to ensure their expertise. Spokespeople are often chosen because of their knowledge, experience, and expertise in a particular product or service area. Endorsements from individuals or groups recognized as experts, such as doctors or dentists, are also common in advertising.
- **Applying Trustworthiness:** While expertise is important, the target audience must also find the source believable. Finding celebrities or other figures with a trustworthy image is often difficult. Many trustworthy public figures hesitate to endorse products because of the potential impact on their reputation and image. Advertisers use various techniques to increase the perception that their sources are trustworthy. Hidden cameras are used to show that the consumer is not a paid spokesperson and is making an objective evaluation of the product. Disguised brands are compared (of course, the sponsor's brand always performs better than the consumer's regular brand, and he or she is always surprised.) Most consumers are skeptical of these techniques, so they may have limited value in enhancing perceptions of credibility.

## 2.5 LIMITATIONS OF CREDIBLE SOURCES

Several studies have shown that a high credibility source is not always an asset, nor is a low-credibility source always a liability. High-and low-credibility sources are equally effective when they are arguing for a position opposing their own best interest. A very credible source is more effective when message recipients are not in favor of the position advocated in the message. However, a very credible source is less important when the audience has a neutral position, and such a source may even be less effective than a moderately credible source when the receiver's initial attitude is favorable. Another reason a low-credibility source may be as effective as a high-credibility source is the sleeper effect, whereby the persuasiveness of a message increases with the passage of time. The immediate impact of a persuasive message may be inhibited because of its association with a low-credibility source. But with time, the association of the message with the source diminishes and the receiver's attention focuses more on favorable information in the message, resulting in more support arguing. However, many studies have failed to demonstrate the presence of a sleeper effect. Many advertisers hesitate to count on the sleeper effect, since expose to a credible source is a more reliable strategy.

## 2.6 TRUTHS AND PUBLIC RELATION CAMPAIGN

It's a phrase I hear over and over again from many entrepreneurs, small businesses owners and inventors: "I'd love to hire someone to launch our publicity campaign professionally, but we can't afford it, so I'm just going to have to do it on my own." Over the past several months, I have been conducting an informal survey among entrepreneurs and business owners who have contacted me about my services. I have found that due to their lack of information or knowledge on the

topic, many businesses typically over-estimate or over-budget the cost of a prospective public relations/publicity campaign. During my PR consultation with them, I asked: "How much do you think it will cost to launch a solid, effective PR/publicity campaign for your product/business?" Of the 102 people I've queried:

11% - Thought a professional PR campaign would cost Rs.10, 000+ per month

32% - Thought a professional PR campaign would cost Rs.5, 000-Rs.10,000 per month

39% - Thought a professional PR campaign would cost Rs.3, 000-Rs.5, 000 per month

12% - Thought a professional PR campaign would cost Rs.1, 000-Rs.3, 000 per month

6% - Thought a professional PR campaign would cost less than Rs.1, 000 per month

The truth is you can get a publicity/PR campaign in all of those price ranges. What you get for your money and how effective the campaign will be is the real question? It is true that the more you pay the more you get. But getting the most publicity/PR exposure doesn't mean you have to get most expensive PR agency or specialist. A good rule of thumb is to align you with a PR business that best reflects your business size. Most times their rates will be in line with your prospective PR budget. If you are a small business owner with two employees, you need not hire a high-dollar PR agency with dozens of employees. Find a PR business whose office size and capabilities closely resemble your business.

Case in point: there is a large PR agency in a fancy building downtown a few miles from my office. Frankly, we are not even competition to each other & end ash; in fact we have even referred clients to each other. Why? They typically work with large corporations and implement campaigns of around Rs.10, 000 per month. My business works with smaller businesses/individuals a PR/publicity campaign with my company would be about Rs.10, 000 for an entire year & end ash; not just a month. Mechanically, the downtown firm and my business do the same thing when it comes to PR campaigns: professional media release composition; extensive media market research; articulate personalized distribution to the media; months of media relations (article placements/interview scheduling/media request fulfillment, clipping/tracking of media placements, etc.).

Signing up with the big firm doesn't mean you'll necessarily get an experienced associate working on your campaign. So are you getting what you are paying for? A friend of mine who works at a major PR firm gave me the following breakdown of billing fees in his office:

Interns/Junior Executives & end ash; bill at Rs.75 / hour (Very little, if any professional experience)

Account Executives & end ash; bill at Rs.100 - Rs.125/hour (1-3 years of professional experience)

Senior Account Executives & end ash; bill at Rs.125 - Rs.200/hour (Multiple years of professional experience. Agency decision makers.)

Compare those prices to many small PR shops or individual PR specialists. Many have started their own PR businesses after years of experience in the industry and typically charge Rs.50 - Rs.100 per hour to professionally launch and maintain your campaign. Many times, you can get a seasoned PR veteran who will work directly with you and your staff for cheaper than the "Intern/Junior" executive rate at a downtown firm.

However, one word of advice- when choosing a smaller firm or individual to do your PR, make sure they have the same tools that the bigger agencies do: updated media lists/contacts; personalized media distribution capabilities; professional clipping/tracking services to get copies of each of your media placements (articles, tapes from TV/radio shows) as well as the intangibles of expert communication/media relations skills and professional pitching prowess. If they are cheaper, but don't have all the tools to help you in the best manner possible, you are probably better off spending a little extra money to make sure your campaign is launched and maintained correctly.

The major benefits of hiring a professional to launch your campaign are:

- **Proper Campaign Implementation & end ash:** Improperly composed or poorly pitched campaigns are the major downfall of many PR efforts. Poorly written, over-commercialized media releases; uncalculated, misdirected mass e-mailing of the release pitch; no follow-up media relations/media request fulfillment; etc.. Your first impression to the media is a lasting one & end ash; make sure it's a good one.
- **Media Contacts & end ash:** Most PR agencies have established multiple media contacts over several years that can lead to much better and more numerous media placements for your campaign. Let there foot in the door benefits you.
- **Efficiency and Effectiveness & end ash:** PR specialists/agencies generate publicity full time, 8-12 hours per day and know the ins and outs, shortcuts and secrets to getting the job done better and quicker. Sure you could hang your own drywall or do your own plumbing, but do you have the tools, the time and the expertise to make it cost effective. I always tell my clients, "You do what you do well, I'll do what I do well and we'll collectively move this business further up the ladder." One caveat when it comes to choosing a professional PR agency or individual to work with & end ash; signing up for a higher priced campaign doesn't necessarily mean you will get better results than a cheaper campaign. And the inverse is true as well. Over the past year or so, many "low-cost PR/publicity services" have begun to pop up all over the Internet. Ones that promise to write and launch a press release for as low as Rs.99. They are low in cost & end ash because frankly many are low in quality. Bigger is not necessarily better, and cheap does not always mean a good bargain. If you have the time, tools and talent to launch and maintain your own campaign, you should definitely do so. If not & end ash; there are a number of public relations/publicity firms, specialists and services out there. Research to find the one whose services and fees match your business plan. Once business owners, entrepreneurs, and inventors learn more about their options when it comes to launching a PR campaign - many find that they can't afford not to have one. The truth is, you can attract the support of those external



audiences whose behaviors have the most effect on your enterprise. But you must do it by first achieving the positive changes you need in their perceptions and, thus, behaviors. You'll get both using this strategic approach to public relations, which means your chances of achieving your organizational objectives are enhanced. It all starts with the fundamental premise of public relations shown just below.

"People act on their own perception of the facts before them, which leads to predictable behaviors about which something can be done. When we create, change or reinforce that opinion by reaching, persuading and moving-to-desired-action those people whose behaviors affect the organization, the public relations mission is accomplished."

The core strength of those comments lies in the behavior changes that can take place among your key, outside audiences. When those changes occur-and the combined perceptions of members of that important external "public" begin to move in your direction-it can spell public relations success.

For instance, with a strong factual basis, you convince area activists gathering at your plant gate that (1) you don't dump chemicals into the river, and (2) both State and Federal investigations found that to be true. When they finally clear out, you've limited the damage an expensive and long-lasting disruption could have caused. That saved the organization cold, hard cash.

What happened? You managed to change the perception of those activists, which, predictably, led to the change in their behavior that you desired. While public relations can bring real power to bear, and while there's a well-worn path leading to each success, truth is, you can't change perceptions, and thus behaviors of your important outside audiences if you are not in touch with them on a regular and meaningful basis.

That's why it's so important to interact with members of each target audience, and ask questions. What do you think of our services, our programs, or our products? Are you satisfied? Listen carefully for signs of a misconception or a factual inaccuracy. Is there a belief alive out there that simply isn't true? Do you detect a hurtful rumor that must be squashed? The answers you receive let you establish your public relations goal. For example, correct that inaccuracy, clear up that misconception, or get out the facts in order to neutralize that rumor. But how will you actually reach that goal? Fortunately, in dealing with perception/opinion, we have just three options available to us. Create perception/opinion where there is none, change existing perception, or reinforce it. The goal you established would quickly tell you which strategy choice you must make. But, of course, what you say to that target audience, in pursuit of your public relations goal, is crucial. Your message must be persuasive, compelling and clear as a mountain stream. It also must be credible and believable, which means truthful in all detail. It should also address the particular inaccuracy, misconception or rumor head on and not allow room for any further misunderstandings.

Now, how do you get that carefully chiseled message to the attention of members of that key, target audience? I still call them "beasts of burden" because they carry messages from Point A to Point B. Communications tactics is the answer, and you have a huge selection from which to choose. Everything from open houses, contests, news releases and speeches to brochures,

community briefings, letters-to-the-editor, emails, radio/TV and newspaper interviews, and lots more. Sooner rather than later, you will wonder whether you're making any progress. And the only realistic way to nail that down is to go back to members of that target audience again and ask them the same questions all over again.

The big difference this time around is, you're looking for signs that opinion/perceptions have begun to change in your direction. By that I mean clear indications that the misconception is clearing up, or the inaccuracy has been corrected, or that a negative impression is slowly turning around. Truth is, that's when this strategic, and powerful approach to public relations-supported by appropriate tactical firepower-delivers the altered perceptions and modified behaviors promised in the fundamental premise of public relations.

By August 1998, Clinton's goose was cooked. It seemed apparent that he had not only lied to a grand jury about the Lewinsky matter but also to the American public. He would soon be the subject to impeachment hearings in the Congress, and even his closest aides were crestfallen. So on August 17, six months after the name Monica Lewinsky had burst into the scene, the president made a televised address before the American public. This performance may have been the least ethical of all. Instead of apologizing for lying to the people who had voted for and trusted him, Clinton chose calculated lawyerly language and a flat delivery. "I misled people . . . I deeply regret that." While admitting that he "did have a relationship with Ms. Lewinsky that was not appropriate," the president spent much of his address attacking Starr and asserting his own right or privacy-both popular themes, according to opinion polls. Understandably, after the speech, polls indicated that although 60 percent of Americans still approved Clinton's performance as president, a whopping 73 didn't believe he was honest or trustworthy.

Three days later, the president ordered assaults on suspected terrorist operations in Afghanistan and Sudan. In light of the half-truths and outright lies that had characterized the Lewinsky saga, some questioned whether Clinton had ordered the attacks simply to divert attention from his domestic ethical miseries.

## **2.7 MEASURING THE EFFECTIVENESS OF PR**

As with the other promotional program elements, it is important to evaluate the effectiveness of the public relations efforts. In addition to determining the contribution of this program element to attaining communications objectives, the evaluation offers advantages:

1. It tells management what has been achieved through public relations activities.
2. It provides management with a way to measure public relations achievements quantitatively.
3. It gives management a way to judge the quality of public relations achievements and activities.

A number of criteria may be used to measure the effects of PR programs. Raymond Simon suggests additional means for accomplishing this evaluation process, including the following:

- **Personal observation and reaction:** Personal observation and evaluation by one's superiors should occur at all levels of the organization.
- **Matching objectives and results:** Specific objectives designed to attain the overall communications objectives should be related to actions, activities, or media coverage. For example, placing a feature story in a specific number of media is an objective, quantitative, and measurable goal.
- **The team approach:** Harold Mendelsohn suggests that one way to achieve attitude and behavior modification through public information campaigns is the team approach, whereby evaluators are actually involved in the campaign. By using research principles and working together, the team develops and accomplishes goals.
- **Management by objectives:** Executives and their managers act together to identify goals to be attained and the responsibilities of the managers. These goals are then used as a standard to measure accomplishments.
- **Public opinion and surveys:** Research in the form of public opinion surveys may be used to gather data to evaluate program goal attainment.
- **Audits:** Both internal and external audits may be used. Internal audits involve evaluations by superiors or peers within the firm to determine the performance of the employee (or his or her programs). External audits are conducted by consultants, the client (in the case of a PR agency), or other parties outside the organization.

A number of other bases for evaluation can be used. Walter Lindenmann says three levels of measures are involved: (1) the basic, which measures the actual PR activities undertaken; (2) the intermediate, which measures audience reception and understanding of the message; and (3) the advanced, which measures the perceptual and behavioral changes that result.

In summary, the role of public relations in the promotional mix is changing. As PR has become more marketing oriented, the criteria by which the programs are evaluated have also changed. At the same time, nonmarketing activities will continue to be part of the public relations department and part of the basis for evaluation.

## 2.8 PUBLICITY

Publicity refers to the generation of news about a person, product, or service that appears in broadcast or print media. To many marketers, publicity and public relations are synonymous. In fact, publicity is really a subset of the public relations effort. But there are several major differences. First, publicity is typically a short-term strategy, while public relations is a concerted program extending over a period of time. Second, public relations are designed to provide positive information about the firm and are usually controlled by the firm or its agent. Publicity, on the other hand, is not always positive and is not always under the control of, or paid for by, the organization. Both positive and negative publicity often originates from sources other than the firm. In most organizations, publicity is controlled and disseminated by the public relations department.

## 2.9 SUMMARY

We noted that public relation and publicity are significant to the marketing and communications effort and are usually considered differently from the other promotional elements. The reasons for this special treatment stem from the facts that (1) they are typically not designed to promote a specific product or service and (2) in many instances it is harder for the consumer to make the connection between the communication and its intent. Public relations were shown to be useful in its traditional responsibilities as well as in a more marketing oriented role. In many firms, PR is a separate department operating 'independently of marketing; in others, it is considered a support system. Many large firms have an external public relations agency, just as they have an outside ad agency. In the case of publicity, another factor enters in the equation: lack of control over the communication the public will receive. In public relations and corporate advertising, the organization remains the source and retains much more control. Publicity often takes more of a reactive than a proactive approach, yet it may be more instrumental (or detrimental) to the success of a product organization than all other forms of promotion combined. While not all publicity can be managed, the marketer must nevertheless recognize its potential impact. Press releases and the management of information are just two of the factors under the company's control. Proper reaction and a strategy to deal with uncontrollable events, are also responsibilities. Corporate advertising was described as controversial, largely because the source of the message is top management, so the rules for other advertising and promoting forms are often not applied. This element of communication definitely has its place in the promotional mix. But to be effective, it must be used with each of the other elements with specific communications objective in mind. Finally, we noted that measures of evaluation and control are required for each of these program elements, just as they are for all others in the promotional mix.

## 2.10 Key words

Compose: create

Inverse: opposite

## 2.11 SELF-TEST QUESTIONS

1. What do you mean by Public Relations? Why do they are important in the advertising?
2. Detail the tools of Public Relations and what is their role in the digital age?
3. Explain the credibility of source and importance of truth in PR campaign. What are the limitations of a credible source?
4. What is scope of Public Relation tools in the Marketing and Advertising Age?

## 2.12 SUGGESTED READINGS

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**COURSE CODE: 04**

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**LESSON NO.: 03**

**VETTER: DR BANDANA PANDEY**

**STRUCTURE AND FUNCTIONS OF IN-HOUSE PR AND PR CONSULTANCIES**

**Structure**

3.1 Objective

3.2 Introduction

3.3 Functions of public relations

3.4 organizational structure of PR department

3.5 In-house PR

3.6 PR Consultancy

3.7 In-house PR(Pros and cons)

3.8 PR Consultancy(Pros and cons)

3.9 Summary

3.10 Key words

3.11 Self Assessment Exercise

3.12 Suggested Readings

**3.1 Objective:**

This lesson would explain the structure and functions of In- house PR and PR Consultancies. Pros and cons of both PR Consultancies and In-house PR department have also been discussed.

## **3.2 Introduction**

In a world of increasing complexities chaos and cut-throat competition, it becomes imperative for organization, companies and institutions to stay ahead in the race for success. One good way of doing this is to perform well and better than the competitors. Performing well is not enough so organizations and companies try to maintain good and mutually beneficial relationships with all their publics through the practice of public relations. PR is effective communication to achieve desired results. PR has been defined by many in different ways.

- Public relations help an organization and its public adapt mutually to each other.
- Public relations is an organization's efforts to win the cooperation of its publics.
- Public relations include the deliberate planned and sustained efforts to win the goodwill of the publics through mutually beneficial, two-way communication.

## **3.3 Functions of Public Relations:-**

John Marston, a professor of communication has identified four functions of PR. These included Research, Action, Communication and Evaluation (RACE)

- Research involves finding out what the various publics want from the organization. This involves finding out the attitudes of the public on a particular issue.
- Action means planning and finalizing programmes to address this particular issue.
- Communication involves reaching the publics with messages designed to gain understanding, acceptance and goodwill.
- Evaluation means finding out the effects of the Communication efforts on the publics.

- Public Relations play the role of a harmonizer of long term relationships among individuals and organizations. PR tends to harmonize internal and external relationships. Internal relations include employee relations. External relations includes client or customer relations, share holder relations, investors or financier relations, trade relations, Government relations, media relations and community relations etc.

In another sense, the functions of PR fall under three categories-man management, issue management and crisis management.

### **3.4 Organizational structure of PR department and PR consultancies.**

Strictly speaking, there is no international formula which can guide the basic structure of a public relations department. The nature of the PR set up varies enormously if the organization is different in size, objective, geographical dispersion, nature of ownership, technology and competitive environment.

Business today has reached the open level of information age and announces point blank that "the management of change" is what company officials get paid for. The emerging trends in business and societal demands have thus opened up a new vista for PR to review its own status and position in the organizational structure.

In a model situation, the public relations chief should report directly to the chief Executive, and the department under him should enjoy an independent status like the other components of management organization. This is applicable to any multi-unit or single unit industrial, commercial or even large trading organization. In the government or statutory department, there are age-old public relations and information bureaucracies who have to work within a strict of control and guidelines.

### **3.5 In House PR:-**

The ideal set up for an in house PR department envisages coverage of all aspects of public relations and communication activities. The department is expected to



possess adequate infrastructure, resources and capacity to fulfill its assigned tasks independently.

Public relations departments employ specialists who do a better and effective job by identifying and anticipating attitudes and trends formulating plans and programmes, implementing them and finally co-coordinating all public relations activities of an organization.

Public Relations departments are organized on the basis of the functions to be carried out, on the basis of staff, or on the basis of the 'media' of 'communication', 'publics', geographic areas etc.

When organized on the basis of media of communication a PR department has different divisions for print media, radio, T.V., films, Exhibitions, advertising etc.

For example - in India the government PR departments are organized this way the ministry of information & Broadcasting has several wings like Press Information Bureau. All India Radio Doordarshan. Films Division, Directorate of Publicity, Directorate of Advertising and Visual Publicity etc.

The second type divides the PR department on the basis of public so PR departments or many organizations, particularly private sector organizations- have such divisions as Employee Relations, Share holder Relations, Investor Relations, Media Relations, Government Relations, Community Relations etc.

Some very big organizations which have branches in many parts of the country or the globe have PR divisions in various geographic locations as part of the PR department.

Also the organization structure of PR departments differ on the basis of the size of the parent organizations,, the management philosophy, the policies and also the areas of operations the size and structure of the of the PR department depend on the degree of importance given to PR by the organization.

Functions of PR Personnels\_ - These include public speaking or addressing the various public, writing and editing publicity material, news letters, house journals, speeches (for others ) reports, articles etc, PR personal deal with the internal and external relationship and various publics.

They also answer and deal with complaints, act upon suggestions and of course, they plan and organize special events ranging from annual day functions, anniversaries, foundation day celebration etc.

### **3.6 PR Consultancy -**

PR consultancy has changed dramatically in recent year but it is getting more difficult also. The reason is that the client needs are becoming more complex. the unprecedented growth of business, the globalization of operations, the shortage of highly competent professionals, the need for continuous innervations and specialist advice have resulted in the increased demand for PR consultants for the management and the in house PR chief realize that the consultant can the helpful but they must know how to use them.

The emergence of PR consultancies is a stimulating factor in the overall PR scene. It has given a healthy bush to PR as a profession and provided a much needed market ordinations to its outlook and performance.

The PRSA (Public Relations Society of America) has listed following services for public relations consultants -

- Establishing and defining of short term and long term goals counseling and funding the management on actions and policies that affect public relations goats.

- Support the marketing communications programmer's including product publicity by way of news releases features, case studies audio - visual aid and media coverage.
- Stock holder and financial relations including interim, quarterly and annual report, assistance in conducting the annual meeting, liaison with financial organization.
- Employee Relations including any publication, newsletter, house journal etc. and information programmes for the employee.
- Community Relations- liaison with local media for increased and improved coverage, staging events such as pujas, opens houses toms etc.
- Government Relations, Helping build relations with local, state or central government by liaisoning with concerned govt. departments.
- Evaluation - measuring effectiveness of PR programmes.

### **3.7 IN HOUSE PR**

#### **PROS**

1. Organizations having people oriented structures will require in-house PR more to promote and maintain good relationship with emphasis on people aspects at all levels of working.
2. In-house PR provides full time service with continuity of functions. They've direct access to decision makers within the org.
3. Management can easily ensure value for time and money spent on PR activity in diverse fields.
4. Relations with the media will be more direct which will ensure immediate feedback and prompt action.

5. PR personnel become identified with the aims and objectives of the org. They product interest of the org. Letter in important PR activities like crisis communicator relations and consumer communications.

### **CONS**

1. As a seal of loyalty to the org. many PR Persons lose unbiased behaviors, an essential requirement in the profession.
2. In-house PR people normally do not have, nor are they interested in knowing the good aspects of PR activity in other org.
3. Chief Executives of many org. are easily bored by the slick talk and appearance of consultant while ignoring the in-house PR capabilities.
4. Employment condition prohibits doing away with inefficient PR persons and in effect they become redundant.
5. In-house PR persons normally fail to elicit information of value from various sources involved and are at a disadvantage pertaining to national or global communication matters.

## **3.8 PR – CONSULTANCY**

### **PROS**

1. Consultancy firms are like advertising agencies that can be dispensed with if fond inadequate or inefficient.
2. They normally possess wider range of experience and exposure by working with many organizations.
3. Consultants can provide unbiased impartial service facilitating correct assessment of situations by the mgt. ex. emergencies like strikes, natural calamities etc.

4. They will have location advantage enabling companies situated at distant places for maintaining like of contact with the government, media and other agencies.
5. Consultants are better equipped to collect a host of information from multiple sources which will be of value to the mgt. They are also able to reach across the world for global communication matters.

### **CONS**

1. Lack of continuous functionary is a hindrance to effective build up of reputation and attachment for the consultant.
2. Lack of sufficient knowledge about the org. for which the consultant is working.
3. While dealing with the Press and the government a consultant will be needed to make frequent reference to the mgt for seeking approval.
4. Partial service and divided loyalties of consultants create barriers of communication for an organization.
5. Most consultants employ inexperienced personnel with low salaries resulting in half hearted performance by them.

### **3.9 SUMMARY**

The structure of a PR department depends on the size, nature of work and organizational structure of the organization. Services of PR consultancy are used when specialized services are required by the organization. Both In – house PR Department and PR consultancies have their pros and cons. Public relations is all about image building and maintaining cordial relations with the public. PR is effective communication to achieve desired results.

### **3.10 KEY WORDS**

Desire: a feeling of wanting something strongly

Effective: achieving the intended result

### **3.11 Self Assessment Exercise**

Q1 Discuss the functions of IN-HOUSE department.

Q2 Explain the services provided by PR Consultancies.

Q3 Elaborate the structure of in-house PR department.

Q4 What are the various pros and cons of PR Consultancies?

### **3.12 SUGGESTED READINGS**

- 1) Seema Sharma, “ public- relation” An mol publications PVT LTD. 2005
- 2) Caroline block “ The PR practioner’s : A Handbook vivabooks Pvt Ltd,2003
- 3) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 4) Paul Burton, corporate PR Reinhold publishing house, New York.



**Course code: 04**  
**Lesson : 04**

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## **Institutional Public Relations**

### **Structure**

- 4.1 Objectives
- 4.2 Introduction
- 4.3 Scope & functions
- 4.4 Public Sector PR
- 4.5 Summary
- 4.6 Key words
- 4.7 Self Assessment Exercise
- 4.8 Suggested Readings

### **4.1 Objective:**

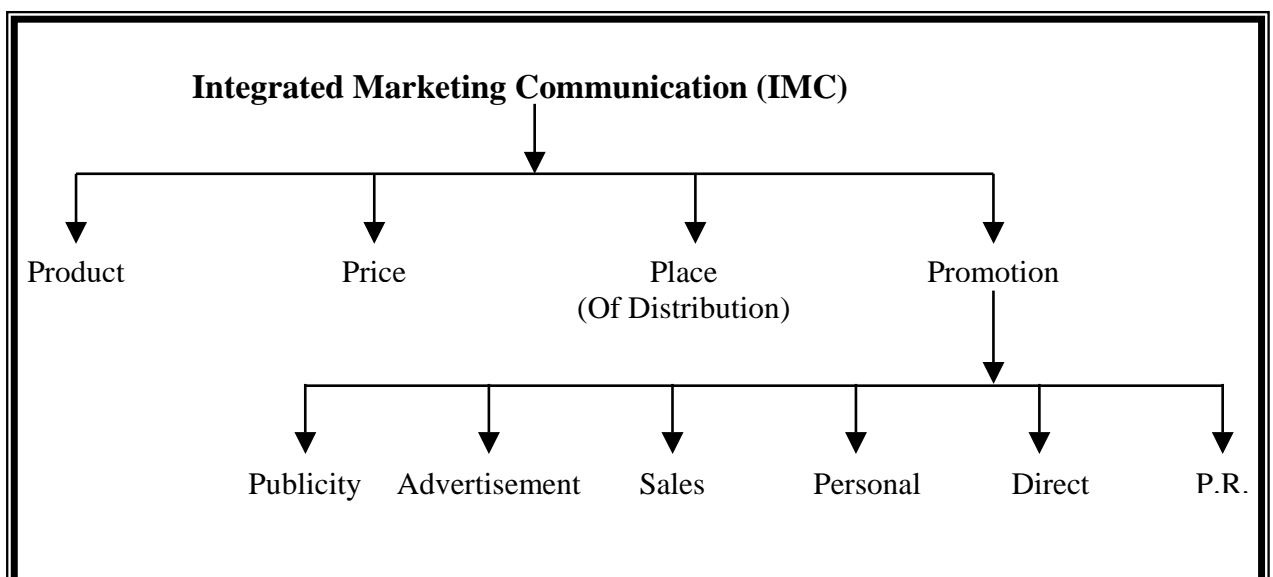
The chapter would allow an insight into:

- Corporate Promotion through P.R.
- Scope and contribution of P.R. in growth and progress of corporate sector
- Relations with corporate public
- Public Sector P.R.



## 4.2 Introduction-Institutional Public Relations

The success in business sector and industry is an assurance to surge in capital flow, export growth and investments. The Indian market is gradually receiving recognition world over for its growth potential. With aspirations and vision for growth, the Indian corporate world is adapting fast to the new age market culture transforming rowdy and rugged "lalajis" into urbane and astute CEO's, managers and directors. They have reshaped not only their business operations but also their attitudes and business philosophies. Apart from commercial interests, companies have started worrying about their public image to be earned in a cost effective manner. It has finally transpired that the "Performance", however good, shall not be "Recognized" unless projected continually with deliberate efforts. Increasing influence and interference of the marketing community at all levels of functioning in business has further demanded the Company-Public interface for healthy relationship. Strength of this bond of relationship however depends on the means of communication employed, other PR initiatives and integrity of the communicator.



## **Corporate Promotion through PR**

Like an individual, corporate bodies can not be persuaded to adhere to any ideology. Philanthropy is one of those ideological concepts, which became precursor for public oriented activities in the Indian corporate world, still struggling to adjust to the total shift in attention from mere profitability to near- "positive image". With widening variety of business, and stiff competition it has become imminent to appreciate one's public and serving their societal and psychological needs through the product or services in pursuance to the business ideology. Public Relations thrives on this philosophy.

### **Integrated Marketing Communication (IMC)**

Noticed → Judged → Accepted

While committing itself to the organizational goals. The business bodies, companies, institutions and corporations, driven by commercial interests; and the non-commercial organizations also, are well aware that recognition in the market and favorable public attitude ultimately pay dividends and help perpetuate the business activities.

Hence, there is ongoing struggle for achieving business goals and public confidence, envisioned by the management. The yardstick set by the management remains the prime focus of marketing activities including promotional imperatives. PR also remains subject to review and evaluation in terms of identifying human needs, implementing PR programmes, promoting the organization, communicating the target public and maintaining the flow of feedback. It is a misnomer that PR is a magic wand and counting on the fruits of PR efforts is closer to groping in the dark. As a management tool, PR is seen more as a business breather, which is creating space for the organizations for sustenance through various measurable tactics.

### **4.3 Scope and Functions of PR**

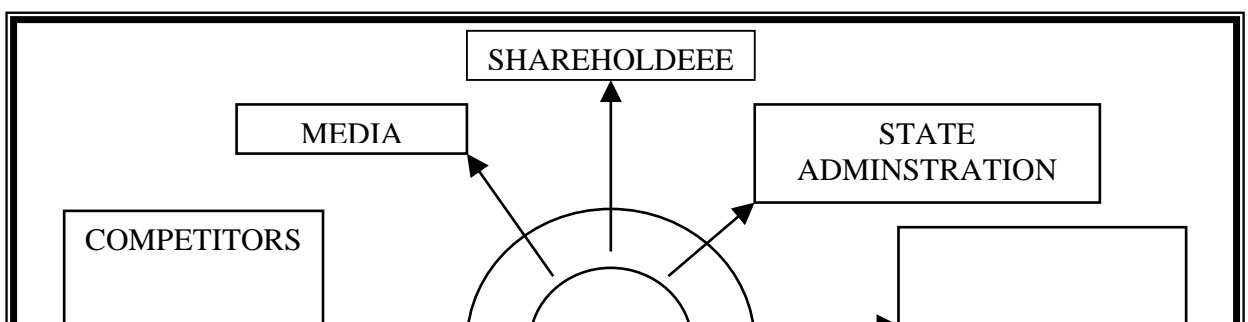
The corporate sector deals with varied public routinely for business purpose. This public in the form of shareholders, distributors, dealers, employees, consumers, financial institutions, fellow business groups, competitors, media, state administration and others are at some stage or the other, concerned with the activities and operations of the institution. Their cooperation ultimately paves the way for steadfast, successful existence in the market. The scope of institutional PR widens with the expanse of

business. The nature of organization – commercial or non-commercial also decides the prospects of PR in an institution. Commercial organisations with profit motto are demanding and result-oriented. Non-commercial institutions on the other hand are willing to bear with sparse budget even while seeking maximum returns. Management philosophy and attitude remains crucial for drawing the bottom lines for PR functions. Public Relations executives receive guidelines from the management and also act as counselors to construct corporate image.

The corporate image is cumulative perceptions about the institution. This image management remains the primary function of the Co's PR team. This perception is carefully cultivated through deliberate actions. The Image management is achieved through:

1. Identifying the current image among various public.
2. Determining the elements of desired image in consultancy with management.
3. Achieving consistency with management philosophy.
4. Building and projecting human face of the institution.
5. Conducting planned activities catering to different public.
6. Measuring returns and feedbacks in terms of institution's market performance and people's perception.
7. Increasing communication activities within and outside, to build healthy work environment.

While all PR efforts are directed towards image management the PR department is entrusted with all kinds of communication activities.



The tasks PR department undertakes as primary or allied responsibilities include:

1. Building and maintaining relations with corporate public
2. Projecting image (Image Management)
3. Enhancing communication flow
4. Becoming responsive and dispelling myths
5. Counseling management (to improve overall performance)
6. Conducting research (public opinion, product/services, etc.)
7. Planning and producing publications (house journals, brochures etc.)
8. Organizing institutional activities (exhibition, cultural events, seminars etc.)
9. Maintaining media relations (press conference, press notes etc.)
10. Providing promotional assistance (for advertising, direct marketing, sales Promotion etc.)

## **Relations with Shareholders**

Economic reforms and liberalization have offered better opportunities of capital investments and returns; hence, there is growing interest in buying shares. To earn confidence of the shareholders the companies strive to perform and project themselves. To attract prospective investors the company needs to work on its image and establish itself as a progressive institution. PR activities play crucial role in all these endeavors. The annual reports, information booklets, brochures, leaflets, correspondence with the investors etc. contribute to project the institution in a positive light and PR is responsible for coordinating, drafting or planning at various stages.

## **Relations with Dealer – Distributor**

For the promotion or sale of the goods or services, the dealer-distributor is the link between manufacturer and the customer. The customer carries a lasting impression of the company taking cue from the services offered by the dealers-distributors. A dealer, say a cell phone Co's authorized dealer's reckless behavior, apathy for complaint about product/service or lack of interest in answering customer's queries would dissuade them to buy and recommend the product further. Here, Public Relations' role in facilitating selection of an honest dealer and training him into the policies, decisions, plans etc. gives an opportunity to build a bond of confidence.

The PR tries to maintain personal contacts, organizes dealer meets, workshops, exhibitions, training programmes, publishes booklets, magazines, floats best dealer award etc. These activities serve the purpose of affecting dealer's attitude, building his confidence into the company and its product/services, apprising of the facilities/offers given them and to the

customers through them, finding ways to understand and settle problems, highlighting the importance of the counter and after sale services and maintaining thereby cordial relations.

### **Relations with Financial Institutions**

Capital is the backbone of any business and the company's demand for capital is fulfilled by the investors and the creditors. The creditors constitute a bigger group who affect the decisions of investors and other public in a big way. The creditors can be categorized into:

1. Development Banks e.g. IDBI, ICICI, HDFC, BIFR, SFC, FFCI etc.
2. Insurance companies (various plans)
3. Mutual funds e.g. commercial Banks, UTI, LIC etc.

Another category could include:

- (a) Financial Experts and Advisors
- (b) Share Brokers
- (c) Credit Rating organizations like CARE, CRISIL, ICRA etc.

These groups or service providers evaluate the status and standing of the company objectively. Publicity doesn't impress them while PR, make the relevant information available to them. Keeping these creditors in dark or providing wrong information could bounce back in the form of lost credibility or bad impression.

PR also contributes in publicity campaigns before and after the public issues released, preparation or draft of the annual reports, publicizing Co's plans, advertising, lobbying, liasioning, publication etc. All these efforts are

simultaneously targeted to win the financial opinion leaders including experts, insurance companies, banks, and brokers among others.

## **Relations with other Business Groups**

Maintaining cordial relations with the business persons and groups in the market is something hard to achieve, but professional ethics demand that in the larger interest of business, competitors and business groups must learn to co-exist without strain.

## **Community Relations**

The corporate world is a social phenomenon. For this reason the corporate community can not afford to be indifferent towards the society. Here the ethics and moral duties come into play. The practice of the corporate social responsibility is regarded as the PR task where the company undertakes the activities outside its scope of business existence. The primary purpose of these activities remains earning goodwill, and support by establishing itself as a responsible company sensitive to the society.

The area of community PR can not be limited. It encompasses charity, endowments, scholarship, philanthropic activities, social campaigns (AIDS awareness, hygiene. etc.), support to state administration to solve local problems, adoption of villages, slums etc. for development works, special



events (e.g. health, medical camps, hobby classes), awareness rallies (e.g. national integration) and other communication activities to convey the Co's sense of belongingness towards the community.

### **Consumer Relations**

The consumer culture has spread awareness about the consumer rights and the companies have intensified efforts to satisfy customers. Consumer organizations also work on their toes to redress consumer grievances while the companies are legally bound to serve in the interest of customers. The PR executives, therefore, gear themselves to achieve consumer satisfaction. Among other imperatives for success and image, quality of goods/ services comes first. Assured of the quality, the comparative status and standing is evaluated with the assistance of professional research and survey agencies if required. A deeper understanding of the factors affecting the attitude of consumers, conveying the outcomes to the personnel, production, marketing and related departments while simultaneously persuading the management to adapt to the consumer demands in terms of image, quality, price, availability etc., remains prime areas of PR functioning.

#### **4.4 Public Sector PR**

Public sector poses challenges before PR. Central and state information and PR departments carry loads of responsibilities. The activities undertaken by the PR departments in PSUs are aimed at publicizing plans, policies, and decisions. The PSUs are controlled by the government and are accountable to the Parliament and the government. These are not the commercial

organizations but their performance has direct bearing on the public for this reason their activities and functioning are constantly watched by the government, the public and the media. It is also expected of the PSUs, that they maintain a balance between social concerns and commercial viability.

Keeping the sensitive nature of PSU's existence, the PR has to be extra careful and watchful. PR has to be vigilant about the following duties:

- (1) Government interference and accountability to the Parliament keeps the activities, appointments, quality, and prices under constant scrutiny in public eyes. Irregularities. Or inefficiencies at any level invite criticism from all quarters. PR has to be alert to deal with such situations and keep the channels of communication open.
- (2) Keeping the parliamentarians and policy makers abreast of the progress and problems to help them use the relevant information for future plans and policy decisions. PR facilitates this information flow.
- (3) With a large workforce in public sector and being big service provider it's imperative to maintain good relations with masses, keeping them informed and ensuring their participation for institutional growth.
- (4) Maintaining media relations, keeping an eye on the image projected through media and informing the media about all developments.

(5) Attending all meetings and deliberations to remain updated.

## **4.5 Summary**

The Indian market is gradually receiving recognition world over for its growth potential. Increasing influence and interference of the marketing community at all the levels of functioning in business has demanded the company-public interface for healthy relationship. Strength of this bond of relationship however depends on the means of communication employed and other PR initiatives. The corporate sector deals with varied public routinely for business purpose. Public relations aim at building a positive image, while committing itself to the organizational goals. Integrated marketing communication is being done i.e. getting noticed, judged and accepted. The purpose is to have fruitful relations with the shareholders, dealer-distributor, financial institutions and other business groups.

Community relations are important where ethics and moral duties come into play. The consumer culture has spread awareness about their consumer rights and the companies have intensified efforts to satisfy customers.

Public sector poses challenges before PR. Central and state information and PR departments carry loads of responsibilities.

The activities undertaken by the PR departments in PSUs are aimed at publicizing plans, policies and decisions.

#### **4.6 Key words**

Philanthropy: benevolence, promotion of other's welfare

Cumulative: increasing by additions

Liaison: communication and cooperation

#### **4.7 Self Assessment Exercise**

- Q 1. What are various dimensions of the Institutional PR?
- Q 2. How PR facilitates business promotion in the competitive market?
- Q 3. Illustrate various facets of "Image Management."
- Q 4. Describe the measures taken by the institutional PR to maintain good relations with various corporate public?
- Q 5. What are the challenges before public sector Public Relations?

#### **4.8 SUGGESTED READING**

- 1) Seema Sharma, "public-relation" An mol publications PVT LTD. 2005
- 2) Caroline block "The PR practioner's : A Handbook vivabooks Pvt Ltd,2003
- 3) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 4) Paul Burton, corporate PR Reinhold publishing house, New York.

**Course code: 04**

**Lesson no. 05**

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## **International PR, Image Building and Pressure Groups**

### **STRUCTURE**

5.1 Objectives

5.2 Introduction

5.3 Approaching International Public

5.4 Image building and Pressure Groups

5.5 Steps for public opinion for image

5.6 PR Concerns and Pressure Groups

5.7 Summary

5.8 Key words

5.9 Self Assessment Exercise

5.10 Suggested Readings

### **5.1 Objectives**

This chapter would give an insight into:

1. Facets of International PR
2. PR tools for managing international face of business

## **5.2 Introduction**

Brodeur worldwide, a global communication consultancy has taken lead in PR for technology companies. They don't advertise, they don't do direct marketing, but focus on exclusive PR work for the clients.

World over, marketing functions have realized the PR potential and world market the need for communication strategies. PR in the blooming stage in India has already made strides in developed nations of the world, where corporations have wider networks and extensive business activities. With expanding markets and global nature of businesses, PR has range of cross-border functions and hence growing need for experts in finance, international business, marketing communication or a journalist to become PR professionals.

## **5.3 Approaching International Public and Appreciating local realities**

The Indian markets are seen as one of those with greater possibilities of investments, but the market realities here could be shocking for those unaware of the Indian psychology .The markets here are complex and the business and customers both are considered calculative.

Although standardization of Indian markets is difficult to achieve, because of the variation in language, customer and attitudes from region to region yet it is one of the fastest expanding and biggest markets. The consumer behaviour is therefore very crucial for the transnational companies to understand.

The success of international PR would depend mainly on how quickly the companies adapt to the local traditions, customs, mindsets and systems.

### **PR works abroad**

Understanding the local cultures help to plan for actual PR works of reaching and communicating public. China is a big manufacturing market and technologically advanced. They chose Indian market for dumping their products, were able to get returns since their products were reasonably priced and gradually Chinese stores were raised once the quality was assured. The Colgate Company devised a strategy to launch its product only after analyzing the market specifications in various countries. The packaging of toothpaste tube was green for the Pakistani market as the colour has religious overtones for Muslim community while it was kept red for the Indians.

The company PR for its international business across the globe shall have to realize the need for PR and its scope in respective nations keeping certain things under consideration:

1. The starting point for PR work is exploring the possibilities of company's business and analyzing markets.
2. Market research for analyzing strengths and weaknesses of the competitors.
3. Demarcating the key areas of functioning and planning accordingly.
4. Conveying company's core culture and adapting it according to indigenous realities.
5. Understanding the behavioral patterns of the target societies before launching PR programmes.
6. Delineating PR plan for all kinds of public – media, employees, shareholders, distributors, etc.
7. Engage local PR firms or consultancies to coordinate.

When the companies are working for culturally and geographically diverse customers, drawing an international communication strategy to support the marketing plans remain the major task. PR consultancies offer their specialized services to plan and carry out communication functions and often act as nodal agencies for coordinating these programmes. These agencies help analyze markets, planned activities design strategically tailored and positioned messages for each country and generate interest from the press.



Amongst other things, there are several responsibilities the PR agency or consultancy or firms undertakes for international PR:

1. Provide marketing support to the customer company.
2. Operate a worldwide network with regional subgroups in the native country.
3. Develop resources and systems for strategic planning and delegating.
4. Work on agreed upon strategies and adapt them to local needs.
5. Involve lead partners and work on each other's advice.
6. Conduct research and survey to measure potential and scope for communication works.

Whether it is the company's self generated PR system or the hired PR consultancy firms working as intermediaries overseas the PR have to be vigilant and conversant with the prevalent systems in the native countries.

- (1) An understanding of technological and developmental status of the societies would allow designing the PR programmes according to the need. Hygiene campaign could be successful in South Asian nations not in Europe.

- (2) Media operations are both complex and crucial. All PR functions are carried out with the objective of clinching mass media attention to receive favours from media. PR has to understand closely the practices in the professional circles, media's news sense, attitude towards PR activities and the overall operations. While Indian media enjoys freedom of expression in countries like Pakistan and Bangladesh, media works under constant pressure and threats from various quarters.
- (3) Knowledge of business regulations, legislations, legal impositions and ethical norms relevant to the corporate functioning, dealing and educating the company to comply with them remains the PR concern.
- (4) An awareness about the social make-up, stratifications and dichotomies in the society help at every stage in business. The countries have group and subgroups whose demands and wants vary. Greater the diversity greater the urgency for the PR to be well versed with group specifications.
- (5) The pressure groups and the local communities' perception about the overseas companies remains a big challenge. The areas with dominant communities or religions or ideological fanaticism would make it harder for the MNCs. The Co's activities will be under constant watch and hence, the PR.
- (6) The customs, mores, habits and attitudes are specific to cultures. While the communities differ in all these respects, the communication

patterns also vary. Exaggerated facial expressions are part of normal behaviour in western countries while its just opposite in the oriental nations. Standing closer to each other in a formal gathering is a prevalent non-verbal communication in the Western world while in South Asian nations standing too close is abnormal .

(7)Every language has denotations and connotations, proverbs, idioms, slang etc. Grammatical sense of language is insufficient to comprehend the complete meaning

## **5.4 Image Building and Pressure Groups**

### **Introduction**

It is said that PR is 90% doing good and 10% talking about it. PR as a management philosophy has been hyped as a publicity activity. Though, publicity is one of the many functions PR undertakes to project one's organisation, it is not the only one. The PR does support the marketing plans (and this marketing PR is directly supporting corporate promotion and image building) PR is basically concerned with influencing the public, seeking their attention, building a favourable opinion about the organisation.

PR is often accused of projecting the organisations in a manner contrary to the actual conduct. This is propaganda-oriented communication not the PR. Since, PR is the spokesperson of the organisation, he/she is involved in all the communication activities on behalf of the company whether it is publications, event management, press relations, speeches, public oriented activities, advertising etc. All these functions are conducted with the objective of managing the image. The image is a perceptual entity affected by many factors. Affecting or influencing the public opinion, therefore, remains the core of PR activity.

Opinions are public expressions of active attitudes or opinions are activated by attitudes. It's a psychological phenomenon where the interplay of

persons beliefs, values, ideology..... together form the attitude. The outer stimuli (if communication on part of organisations) further guided by the attitude, half formulate opinions.

Though new PR activities have gone beyond image building and PR practitioners have long way to..... In the result orientation campaigns. The terms "image-builders" or "image-managers" still ..... negative connotations and after associated with propaganda. The constant criticism is that the image concept of the PR is generally contrary to the actual work done by an organisation which is against the very basis of PR work and of honest communication in PR. While it needs to be understood even the seasoned PR practitioners can not earn good image for their organisation if there are do..... conf....., counter views ... information and lack of knowledge, among the customers and non-performance and negligence of human sentiments law of the land and ..... standards on part of the organizations.

The people's opinion rests primarily on the goodwill, the organisation earns over a period of existence. Not one but a chain of factors ultimately keep the organisations in good stead. .... PR activities supported by performance and s.....itivity forwards the society have an impact on these factors, finally to be immerse in the people's subconscious mind, when it comes to action, subconscious mind of the public recollects and connects all those impressions gathered through self-experience, word-of-mouth, press coverage, grapevine, publicity advertising etc. and decide about the course of action – to accept, reject or ignore an organisation.

## **5.5 Steps for Public Opinion for Image**

1. Identifying the..... Opinion among various public through public opinion surveys, researches, feedbacks and one-to-one interactions.
2. Locating the factors influencing public attitudes, individuals and group opinions.
3. Analyzing the complexity of the meanings of attitudes, the reasons and influences.
4. Devising a communication plan for each group of public in order to shape and reshape the image.
5. Impressing upon the opinion builders and receiving the criticism to adopt correctional measures.
6. Managing and facilitating the two-way communication flow.

In the 70's the leading public sector company the Indian Airlines earned bad reputation because of the frequent mishaps, delays and accidents. There was a public ..... to improve the services which ..... the Government to take measures like termination of chairperson and MD of the airlines, and induction of retired air force chief P.C. Lal to let the house in order.

Mr. Lal did all that a PR person ought to do in the times of crisis to restore public confidence and goodwill. He organised meetings with senior executives, sought three months time to study the situation before suggesting rem....., met union leaders, public representatives and finally drew

### **5.6 PR concerns and Pressure Groups**

In the case of airlines tangle, there were pressure groups in the form of remains, and groups of parliamentarians, to press their demands or view points, crisis PR took special care of them. These are other lobbies and groups with common interest and objectives.

The public relations, practitioners have to be aware of those lobbies, which leave an impact on their organisations while seeking favours from and associating with the groups which influence the legislators, decision makers and opinion builders. In every society there is one diverse interest groups which differ not only in terms of goals but also in methods, means, motivation, .....ding etc to achieve these goals.

In India, besides religious, political and caste based groups, there are women organisations, human rights activists, environment protection groups, consumer rights bodies, civil rights movement etc. There are ..... examples like Medha Patkar and group agitating against the construction of bridge on Narmada river under the banner of Narmada Bachao Andolan, Chipko movement as a mill..... campaign for environment conservation

receiving wider support, women group in South successfully stopping the sale of liquor in their villages, and M.K.S.S. movement in Rajasthan ..... the leadership of forcing the state government to enforce right to information.

In this context, the PR's job is to tackle the situations arising because of the unrest among pressure groups and also to carry out lobbying work by associating with the pressure groups with similar interests as that of the organisation represented by the PR executives. PR keeps track of the moves and sentiments of the pressure groups as they affect the public opinion. Recklessness on part of PR towards the pressure group might impair the image.

A recent controversy in the world famous..... Disney Company is about the gay employees celebrating in the Disney part also visited by the families, children amongst others. The formalities objected while gay community supported their right to celebration since the company has a large number of public world over it emerged as a big challenge since gay lobbies are very powerful in USA, at the same time company knew it can't afford to displease the families. The company sought the solution through court, and the court's verdict went in favor of gays. The company deftly tackled all the pressure groups without arousing resentment among any of its publics.

## **5.7 Summary**



The Indian market are seen as one of those with greater possibilities of investments, but the market realities here could be shocking for those unaware of the Indian psychology. The success of international PR would depend mainly on how quickly the companies adapt to the local traditions, customs, mindsets and systems.

Understanding the local cultures help to plan for actual PR works of reaching and communicating public. PR consultancies offer their specialized services to plan and carry out communication functions and often act as nodal agencies for coordinating these programmes.

PR as a management philosophy has been hyped as a publicity activity. PR is primarily concerned with influencing the public, seeking attention, and building a favorable opinion about the organization. Opinions are public expressions of active attitudes or opinions that are activated by attitudes. The people's opinion rests on the goodwill the organization earned over a period of existence. The public relations practitioners have to be aware of those lobbies which impact their organizations while seeking favors from and associating with the groups which influence the legislators, decision makers and opinion builders.

## **5.8 Key words**

Vigilant: watchful

Fanatic: a person with excessive enthusiasm for something

Recklessness: impulsive

Connotations: imply in addition to its literal meaning

## **5.9 Self Assessment Exercise**

- 1 What is the importance of 'image building' in an organization?
- 2 What are the factors affecting the image of an organization?
- 3 How PR department of an organization deals with the pressure groups
  
- 4 Write a note on the functions of international PR.
- 5 What communication strategies should be adopted for international?
- 6 Is it required for PR to understand the local realities to function in the global market?

## **5.10 Suggested readings**

- 5) Seema Sharma, "public- relation" An mol publications PVT LTD. 2005
- 6) Caroline block " The PR practioner's : A Handbook vivabooks Pvt Ltd,2003
- 7) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 8) Paul Burton, corporate PR Reinhold publishing house, New York.

Course code: 04

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Lesson 06

## **Code of Professional World**

### **Internal – External Code, Personal Code**

#### **STRUCTURE**

- 6.1 Objectives
- 6.2 Introduction
- 6.3 Internal-External Code
- 6.4 Summary
- 6.5 Key words
- 6.6 Self Assessment Exercise
- 6.7 Suggested readings

### **6.1 OBJECTIVES**

This chapter would allow an insight into:

1. Ethical code for professionals
2. Internal – External codes
3. Personal codes for accountability

### **6.2 INTRODUCTION**

The PR department is the company's conscience and the ethical heart. Many corporations in the Western and European nations have adopted clearly spelt and general rules of corporate behavior on social, environmental and other relevant issues. These codes, through generalized for the whole corporate fraternity are well adopted by the companies, or independent associations to suit their needs.

The nature of the codes also vary depending on whether company itself designs or any outside agency like professional society, association, government or academic institution or any other group drafts them.

The corporate world's concern over ethical issues can be traced to the rising instances of insider trading and also growing social expectations and stakeholders' demand to be responsive. It has been realized by the corporate world that ethical codes are essential not only for the corporate but also for the PR field as well and that these ethical principles result in all positive output, hence, good for the overall health of an organization. Many PR case studies also suggest that PR's role in designing communication strategies, counseling, decision making, trouble shooting, crisis management, media dealing, organizing events and upholding social commitments etc. has resulted in better work environment and improved communication, performance and satisfaction levels.

The empirical studies in PR suggest that:

1. The corporate management must set ethical guidelines.
2. The practioners can not ignore ethical issues.
3. The practioners are continuously evaluated on the basis of the professional conduct.
4. The ethical behaviour benefits the practioners individually, the organization as a whole and the social community at large.

The prime duty of any corporation is to "keep faith" of all the concerned community and the codes provide directions to all the practioners to serve the following purpose :

1. Offer guidelines for professional activities.
2. Enumerate the expectations from PR practioners by the client, the company, the stakeholders, the investors.
3. Define the Do's and Dont's of conduct.

4. Prescribe rules to deal with press.
5. Help handle the internal communication.
6. Inculcate a sense of duty towards the company and the community.
7. Becomes a yardstick for drafting company's mission statements, strategies, vision etc.

It must be discussed in this context that the concept of voluntary codes has largely failed to instill a sense of solidarity among the practitioners.

The PR practitioners and the corporate world still don't subscribe to the concept and believe the conduct be governed by their own understanding of the personal morality. Another aspect is the absence of enforcement mechanism for the ethical codes. In the 45 years of existence of PRSI hardly any case of misconduct of PR person or corporate world was ever focused or discussed leave alone the action or indictment. PRSA's codes of standard were drafted in 1959 and between 1952 and 1985, some 168 cases were investigated, with 10 cases resulting in sanctions.

### **6.3 Internal – External Code**

Every institution seek to attain minimum standard of practice Levi Strauss & company adopted "Global Sourcing and Operating guidelines" in 1991. These codes aimed at manage labour practices of its global chains of apparel suppliers. The code commits Levi Strauss to work only with suppliers who do not use child or prison labour, who maintain reasonable work hours and benefits, who permit union organizing and who maintain adequate health and safety standard Levi Strauss consulted the NGOs and based its codes on principles elaborated by the International Labour Organization (ILO) and United States Labour Law.

The Bennet and Coleman company has designed code of conduct for the staff journalists and had appointed an ombusman to look into the complaints and grievances against the company.

Internal codes have become intrinsic part of any system as a measure of check and balance. The internal codes are meant for the employees and staff to make them clear, aware and conscious about their rights, duties, responsibilities, constraints and liberties.

There are two mechanisms in operation-one the company generated codes developed primarily by the corporate management. These are broad statement of business practice and professional commitments. The responsibility to follow these standards is fixed on individual staff members. The extent to which these standards act as a disciplinary-pressure rests on the fact that how serious the management is about its implementation and whether the management keep track of the trends in the company and the conduct of the staff. Another mechanism is for the trade association or a flagship body who develops a code, which is then adopted by a group of firms. The idea here is to committ a whole business sector to a certain minimum standard of practice, with peer pressure helping to enforce compliance. Members of the Advertising Standard Council of India(ASCI), a representative body of the advertisers have to abide by the guidelines regarding advertising. The Kenya Flower council, representing a group of Kenyan growers and exporters of cut flowers, crafted a "code of Practice" that committs members to minimize pesticide use, dispose of chemical safely, and be audited on their commitments twice a year. Some codes are crafted through negotiations among diverse stakeholders, including non-governmental organizations and these tend to be more exacting and insistent on accountability measures. One example is the Forest Stewardship Council's (FSC) code for forestry operations – a set of standards for sustainable management of timber producing lands that harvesters

must prove they meet in order to market their wood as "certified" and to use the FSC trademark logo (FSC 2003). Some NGO's also propose model codes of conduct that they would like to see industries follow. Amnesty International for instance, offers a set of human rights principles that companies can use in building their own code of conduct (Amnesty International 1998).

There have been instances when the transnational corporations encountered criticism in Third World nations and took the pledge to follow codes as a recovery measure. For example, Nestle was embroiled in a controversy surrounding their marketing practices of the breast milk substitutes in the Third World. Nestle responded effectively and in a socially responsible manner in 1981 by endorsing the WHO's code of marketing for Breast Milk substitutes. The experts were also engaged to monitor the company's compliance with the code.

### **Personal Code of Accountability**

Ultimately, ethics are good for business and for individual reputation and goodwill. PR people likely to be bound by the internal rules of organizations, other than those designed by the professional bodies should also be aware of the rules which guide their own discretion. It is not just being a professional in all respect but also being conscientious about the larger interest of the society and organization both.

Personal code is that unwritten code the application of which demand sound judgment and some positive personality traits. Basic nature of an individual becomes the major force to drive a person on the righteous path. A faithful person is an asset and can be a brand in him/herself. S/He is always in demand, always entrusted with responsibilities, the brand ambassador of those groups s/h represents and a non-controversial leader always. The individual code is not only about the right conduct but also the professional expertise in handling the routine and complex situations.

In the corporate world, it is quite probable that the situations would arise when there is conflict between the individual sense of morality and the professional expectations. There can not be any formulae to deal with such situations, hence the importance of sound judgment. The backbone of the sound judgment would be professional integrity. The persons of integrity would in the long run earn respect of their bosses, subordinates, clients and every group they interact with.

When there is lack of will on the part of the top brass of the management or the decision makers at various levels of hierarchy to follow the fair practices in business, this leads to dilemma on part of rest of the employees, especially for the image managers.

An ideal example of such situation is Dow Corning. For years Dow was recognized by business educators as leaders in the area of corporate ethical programmes. In 1976, Dow's chairperson John S. Ludington established Business Conduct Committee and Dow also set up ethics training session for employees and audits every three years to monitor compliance with the company's ethical guidelines. Nonetheless, there were indication as early as 1977 that the breast implants manufactured by Dow ever unsafe. Similar is the case of Mc Donnell Douglas. Despite their extensive ethics programme, in the late 70's and early 80's, their defense contractors were accused of severe overcharging of the government and some of these contractors were required to compensate the government for the overcharging. In 1980, Sanford McDonnell became Chairman and CEO of McDonnell Douglas and established the company's ethics programme because of his conviction that ethics must be woven into the decision process at all steps through all levels of authority. In 1983, McDonnell initiated a study to determine the best course of ethics training for MDC employees. The MDC training programme developed a conceptual model for defining ethical decision-making.



More than 75,000 employees took part in the training seminars. Subsequent to the implementation of the programme, the company discovered that the ethics became an acceptable topic for discussion. Sanford McDonnell's personal participation in the videotape sent a strong message, the case study approach highlighted ethical issues with practical benefits, an increased sense of pride developed among the employees, and MDC issued a new policy and procedures manual relative to pricing and contracting with the government. Some of the lessons learned by MDC that could be transferable to other entities include: ethics training should be pragmatic and managerial in nature, strong leadership is needed from the top and implementation must be from the top down, managers must serve as role models, there must be a standardized training procedure and workshops should utilize a participative process. Some PR experts main point about the MDC case is that "a track record of exemplary conduct builds slowly. It requires constant tending. An honorable reputation is both precious and fragile. Opponents or competitors are rearmed by infractions. "In 1988, investigations by the Justice Department, FBI and the Navy, showed evidence of bribery, fraud, and kickbacks in defense contracting. MDC was among the 75 companies named in the investigation.

All the principles and standards are rendered ineffective if there is no inner-drive and obligation to follow such practices. In other words, the professional morality can not acquire meaning if the followers' human mechanism, since child and adulthood, has not been trained in value system basic to any society.

## **6.4 Summary**

The PR department is the company's conscience and the ethical heart. Various corporations in the western world have adopted general rules of corporate behavior on social, environmental and other relevant issues. The corporate world's concern over ethical issues can be traced to the rising

instances of insider trading and also growing social expectations and stakeholders' demand to be responsive. It has been realized by the corporate world that ethical codes are essential not only for the corporate but also for the PR field as well and that these ethical principles result in all positive output, hence, good for overall health of an organization.

Every institution seeks to attain minimum standard of practice. Internal codes have become intrinsic part of any system as a measure of check and balance. The internal codes are meant for the employees and the staff to make them clear, aware and conscious about their rights, duties, responsibilities, constraints and liberties.

Ultimately, ethics are good for business and for individual reputation and goodwill. Personal code is that unwritten code the applications of which demands sound judgment and some positive personality traits. Basic nature of an individual becomes the major force to drive a person on the righteous path. In the corporate world, it is quite probable that the situations would arise when there is conflict between the individual sense of morality and the professional expectations. There can not be any formulae to deal with such situations, hence the importance of sound judgment.

All the principles and standards are rendered ineffective if there is no inner-drive and obligation to follow such practices.

## **6.5 Key words**

Enumerate: mention items one by one

Solidarity: unity resulting from common aims or interests etc.

Intrinsic: existing in a thing as a natural or permanent quality

Flagship: the most important product of an organization etc.

Pragmatic: treating things from a practical point of view

## **6.6 Self Assessment Exercise**

Q 1. Comment on the effect of external – internal codes of PR on the overall business interest of an organization?

Q 2. How can individual codes be integrated with the professional codes of practice in PR?

## **6.7 SUGGESTED READING**

- 9) Seema Sharma, “ public- relation” An mol publications PVT LTD. 2005
- 10) Caroline block “ The PR practioner’s : A Handbook vivabooks Pvt Ltd,2003
- 11) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 12) Paul Burton, corporate PR Reinhold publishing house, New York.

**Course code: 04**  
**Lesson 07**

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## **Ethics in PR**

### **Structure**

- 7.1 Objectives
- 7.2 Introduction
- 7.3 Image PR
- 7.4 Principles of Public Relations Practice
- 7.5 IPRA Code of Conduct
- 7.6 PSRA Code of Conduct
- 7.7 Summary
- 7.8 Key words
- 7.9 Self Assessment Exercise
- 7.10 Suggested Readings

### **7.1 Objectives**

This chapter would allow an insight into:

- Ethics in PR
- Principles and standards of PR practice
- Professional code of conduct – code adopted by IPRA and PSRA

### **7.2 Introduction**

Every profession demands sincerity and devotion following certain written and unwritten rules of conduct. A sense of belongingness to the cause that instills a sense of morality. In the professional world – whether it is medical, engineering or law the respective graduates take the oath to abide by the professional ethics before embarking on their duties and responsibilities. PR is an area, which has earned an image of a lobbyist, publicist or propagandist

– terms which bear negative connotations. Worst even, PR is considered by many as a “wine and dine” affair.

There cannot be smoke without fire and PR professionals’ conduct is primarily responsible for this state of affairs.

### **7.3 Image of PR**

Following the growing decline in the professional standard and regular complains from media and other quarters, the issue of ethics was brought to the fore in late 50s. Since PR is the visible face of an organization, its own image remains core concern for the public and the management. Hence, the PR practitioners world over, after series of deliberations, realized the need for certain principles of practice.

It becomes the moral responsibility of a PR professional to imbibe those qualities suggested in these guidelines and know those principles, upon which the edifice of PR rests on.

### **7.4 Principles of Public Relations Practice**

The modern PR concept embraces PR activity integral to the management philosophy rather than readymade formulae to sail through the troubled water . With the emergence of democracy as a sacred political ideology, the demand from the public to be informed about the public affairs had grown manifold. Public criticism also became a balancing factor for the democratic voices. To tackle this criticism the governments used PR and herefrom the PR assumed the role of a publicist and a propagandist.

PR practitioner’s conduct is a reflection of the organization he/she represents; therefore his/her behaviour must go far beyond ignoring the legal ramifications. It should be fair, honest and governed by the law of the land. The public would not take long to realise whether the PR messages are flattery and non-truths or carry conviction for being logical and ethical. Ethical rules are the governing principles of conduct and behaviour. Ethical conducts demands that the principle we act or follow should be one, which we can recommend everyone else to act upon. PR people should be aware of these rules which guide the profession and behave with discretion and extend their role to the society and catch up the idea of corporate social responsibility. PR practitioner’s scrupulous dealing both with employees, clients and belongingness for the organization would go a long way in

keeping the profession beyond criticism. PR's importance, misdemeanor, self-projection and publicity stunts cause unwarranted damage to the business. PR persons must realise that bridging the communication gap by increasing the flow of information and projecting the human face of his/her organization results in positive image. Hence, the responsibility to employ fair means to achieve the objectives and motivation of the organization for high-performance would finally earn the practitioners and the profession a good reputation.

The demand for a common code of conduct for the PR practitioners was realized as far back as 1965 when the international PR organizations gave the issue of ethics a serious thought. The societies of PR practitioners have prescribed code of ethics in an endeavour to build and maintain good reputation and inculcate values. The PRSI, RRSA and IPRA and others as representative bodies of the PR fraternity, have adopted the code of conduct underlining the do's and don't's of the profession.

### **7.5 International Public Relations Association[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.

### **7.6 Public Relations Society of America [PRSA] 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.

## **7.7 Summary**

Every profession demands sincerity and devotion following certain written and unwritten rules of conduct. The modern PR concept embraces PR activity integral to the management philosophy rather than readymade formulae to sail through the troubled water. PR practitioner's conduct is a reflection of the organization he/she represents; therefore his/her behavior must go far beyond ignoring the legal ramifications.

The demand for a common code of conduct for the PR practitioners was realized as far back as 1965 when the international PR organizations gave the issue of ethics a serious thought.

## **7.8 Key words**

Embarking: begin an undertaking

Ramification: a complex outcome of an action or event

## **7.9 Self Assessment Exercise**

1. What role the PR associations play in maintaining the ethical standards in the PR field.
2. Ethics should be integral to any profession. Discuss in the light of current PR scene.

### **7.10 Suggested Readings**

- 13) Seema Sharma, “ public- relation” An mol publications PVT LTD. 2005
- 14) Caroline block “ The PR practioner’s : A Handbook vivabooks Pvt Ltd,2003
- 15) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 16) Paul Burton, corporate PR Reinhold publishing house, New York.

Course code 04  
Lesson no: 08

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## **CODE OF ALL INDIA RADIO, PRSI AND TV (DD)**

### **STRUCTURE**

- 8.1 Objectives
- 8.2 Introduction-Purpose of Professional Bodies
- 8.3 Code of AIR and Doordarshan
- 8.4 Code of commercial advertising on Doordarshan
- 8.5 Advertising and Children
- 8.6 Public Relations Society of India-Code of Ethics
- 8.7 Summary
- 8.8 Key words
- 8.9 Self Assessment Exercise
- 8.10 Suggested readings

### **8.1 Objectives**

This chapter would allow an insight into:

1. Purpose of associations and professional bodies.
2. Activities undertaken by associations and professional bodies.
3. Code of All India Radio and Doordarshan.
4. Code of conduct of PRSI.

### **8.2 Introduction**

The professional associations and bodies serve the interest of their members. To further these interests they enhance understanding of the professional pursuits, promote high standards of discipline, and endeavour to bridge the gap between the public and the professionals. These bodies and societies have become powerful forces to reckon with in India and abroad. India is the biggest democracy of the world and a big market too. Associations provide a platform to exercise the right to expression in a democratic nation and the market activities provide them momentum to work towards building healthy work environment.

### **Purpose of Professional Bodies**

Acquiring the professional status requires lot of understanding, exposure and experience sharing. The PR associations have strived hard to establish and promote PR field as a full fledge area of management . Demands of the management has further given impetus to the PR's business and humanitarian pursuits and has bought us returns in terms of frequent medical camps , health care campaigns ,loan melas, etc. and conscious efforts to raise ethical standards in business etc . Professionalization in the PR field has also earned it the community recognition, individual accountability, commitment, efficiency and innovation.

With the changes in recent times , the PR has kept pace with the rising demand and aspiration of the communities they have served . Realising the growing expectation from the PR, the related associations realised the need for:

1. Rigorous training in the field.
2. Saving the PR field from criticism and allegations.
3. Developing skills and techniques.
4. Inculcating sense of belongingness.
5. Acquiring understanding of management functions.
6. Promoting the talents.
7. Encouraging PR researches.
8. Building a common understanding for conduct and enforcing codes of professional practice.
9. Appreciating the latest trends in the field.
10. Facilitating exchange of ideas and experiences.
11. Bringing out publications to keep the members abreast of the organisations' activities and development in PR world.
12. Organising seminars or other activities under its banner to bring the PR fraternity at one platform .
13. Offering statistics, ranking and other information about PR industry.

<b>Tasks of an Association</b>
Membership Communication
Membership Enrichment
Flow of Information
Act as Pressure Groups
Relations with industries and other associations

Various organisations in existence cater to most of the needs enlisted here and provide professional support to PR practitioners and PR industry both. These bodies depend on membership fee for promoting the set objectives and undertaking various enrichment programmes .The membership categories of these bodies include corporate, associate, individual, student and life members .The categories might vary according to the need and nature of the bodies. The membership status plays a crucial role with respect to reputation, recognition and market value of the respective associations. Big names would fetch better promotion and more membership and hence, improve financial status to carry out various activities. Renowned figures and wide networking would also help the bodies emerge as a big pressure builder who is listened to, taken seriously by the industry and the governments.

The associations are non - profit making bodies surviving on the membership support and contributions. The expenditures are incurred on various activities

undertaken .Such associations are constantly engaged in building communication environ among its members and on the other hand building relations with the industry and the public affected. These bodies endeavour to bring professionals of common interests on one platform while organising academic programmes .One of the specific interest of most of the associations remains to seek attention of the policy makers and the concerned industries for common issues of concern. For this reason , apart from membership generation, garnering support of the influential persons remains crucial for the existence and reputation.

Though , PR is a recent craze in India , the wings of professionalism started spreading with the inception of Public Relations Society of India (PRSI) in 1958 . In its Delhi convention the initiation was taken to establish PR as an independent specialised field .Recently one more professional body-Public Relations Council of India (PRCI) has been established in the year 2004. It is in the process of widening its network and membership base. In 1956 , the Public Relations Society of America (PRSA) had conducted a survey to find out almost hundred colleges were offering courses in PR . Ever since the PR education and training in America and in other countries multiplied manifolds .

#### **A list of some of the renowned Professional Bodies**

**PRSI:** Public Relations Society of India

Founded in 1958

**Has more than 40 chapters across the country**

The respective chapters organise seminars, conventions etc. and bring out publications.

**PRCI:** Public Relations Council of India Founded in 2004

**PRSA:** Public Relations Society of America

Headquarter - New York

Founded in 1948

Has 114 chapters and about 20,000 members

Activities- knowledge projects, an institute for PR research and education (1956), fellowship programmes etc.

Publications: Public Relations Tactics; PR journal monthly; PR strategist, a quarterly; PR review

**IPRA** – International Public Relations Association

Headquarter -Geneva, Switzerland.

Founded in 1955.

Formally recognised by the United Nations.

Publication – International Public Relations Review (quarterly)

Members -across more than 75 countries.

**IABC** – International Association of Business Association.

**Headquarter- San Francisco**

Founded in 1970.

Members across more than 15 countries and 13,700 members

Activities – Gold Quill and Excel awards programmes; communication world online service

Publication - Communication World magazine, PR Job Board

**IPR**-Institute of Public Relations (UK)

Founded in 1948.

Have more than 12 regional groups and over 7000 members

Activities- Sponsors the Communication Advertising and Marketing Education Foundation

Publication: Public Relations (8 issues per year)

**CPRS**-Canadian Public Relations Society

**Headquarter-Ottawa, Ontario**

Founded in 1948.

Has more than 8 member societies and 15,000 members

Activity-Annual Conference.

Publication-Communiqué- a quarterly

**PRCA**- Public Relations Consultants Association

Founded in 1969.

Activity-works closely with IPR, promote consultancy practice,

Offer counselling in PR

Publication-Consultancy costs, researches etc.

### 8.3 Code of AIR and Doordarshan

The All India Radio and Doordarshan have codified the norms of practice for the Broadcasters. These codes offer a word of caution to the PR practitioners with respect to the use of these media for publicity, commercial, advertising campaigns.

#### **Broadcast Code Governing All India Radio**

We recognize the immense power of Radio and Television for both good and evil and the solemn responsibilities this places upon all broadcasters .We believe, there, that the following cardinal principle should be enshrined in the policy and practice of all Broadcasting and Television organizations:

1. To ensure the objective presentation of news and fair and unbiased comment;
2. To promote the advancement of education and culture;
3. To raise and maintain high standards of decency and decorum in all programmes;

4. To provide programmes for the young which, by variety and content, will inculcate the principles of good citizenship;
5. To promote communal harmony, religious tolerance and international understanding.
6. To treat controversial public issues in an impartial and dispassionate manner.
7. To respect human rights and dignity.

**Broadcast on All India Radio by individuals will not permit:**

1. Criticism of friendly countries;
2. Attack on religions or communities;
3. Anything obscene or defamatory;
4. Incitement to violence or anything against maintenance of law and order;
5. Anything amounting to contempt of court;
6. Aspersions against the integrity of the president, governors and judiciary.
7. Attack on a political party by name ;
8. hostile criticism of any state or the centre;
9. Anything showing disrespect to the constitution or advocating change in the constitution by violence; but advocating changes in a constitutional way should not be debarred.
10. Appeal for funds except for the prime minister's national relief fund, at a time of external emergency or if the country is faced with a natural calamity such as floods, earthquake or cyclone.
11. Direct publicity for or on behalf of an individual or organization which is likely to benefit only that individual or organization.
12. Trade names in broadcasts which amount to advertising directly (except in commercial services).

**A.I.R. code during elections:**

Broadcast on all India radio will not permit:

1. Criticism of friendly countries;
2. Attack on religions or communities;
3. anything obscene or defamatory;
4. incitement to violence;
5. anything amounting to contempt of court;
6. aspersions against the integrity of the president and judiciary;
7. anything affecting the unity and integrity of the nation;
8. any criticism by name of any person;
9. sponsored programme by political parties to telecast/broadcast during election period;
10. songs sung by cine artists themselves in films who have joined politics.
11. telecast/broadcast of programmes of the prime minister /chief minister/ministers having a direct relation or bearing on elections. However, telecast/ broadcast of

programmes on official activities of the prime minister/ chief minister will be permitted.

## **Code for Commercial Advertising for Commercial Advertising over All India Radio**

### **Definition:**

In this code unless the context otherwise required:

1. Government means Government of India.
2. Director General means the Director General All India Radio, or any officer duly authorized by him on his behalf.
3. Advertiser means any individual or organization including a commercial concern which has offered an advertisement for broadcast over the radio.
4. Advertising agency means any organization which is accredited to, registered with AIR as such.
5. Advertisement includes any item of publicity for goods or services inserted in the programmes broadcast by the competent authority in consideration of payment to all India radio.
6. Spot advertisement means any direct advertisement mentioning product services, their merits and their related details.
7. The term sponsored programme means any programme material which is planned, produced and or paid for by an organization or individual, including a commercial concern to be called the sponsor for the purpose of being broadcast over the radio.

### **Scope:**

2. The Director General All India Radio shall be the sole judge of the suitability or otherwise of an advertisement or a sponsored programme for broadcast and his decision in this regard shall be final.
3. Broadcast time shall be sold to the advertiser / advertising agencies at the sole discretion of the Director General, All India Radio, according to the prescribed dates.
4. The advertisement must be clearly distinguishable from the programme.
5. A sponsored programme shall constitute a substantive broadcast / programme, as distinct from material which directly advertise any specific wares or goods / products / service. The name of the sponsor shall be broadcast immediately before and after the sponsored programme.



- The sponsor shall, however, undertake to indemnify All India Radio against any legal claim that may be brought against it as a result of the broadcast of a sponsored programme or any portion thereof.
6. Any such effects which might startle the listening public must not be incorporated in advertisements. For example, and without limiting the scope, the use of the following sound effects will not be permitted.
    - a. Rapid gunfire or rifle shots
    - b. Sirens
    - c. Bombardments
    - d. Screams
    - e. Raucous laughter and the like
  
  7. Any pretence in advertising copy must be avoided and such copy shall not be accepted by All India Radio. The 'simulation of voices of a personality in connection with advertisements for commercial products is also prohibited unless bona-fide evidence is available that such personality has given permission for the simulation and it is clearly understood that stations broadcasting such announcements are indemnified by the advertiser or advertising agency against any possible legal action.

NOTE: Advertisements concerning jewellery, foreign banks, besides those Indian equity/ debenture issued for NRI will, however, be accepted as far as the external service of All India Radio are concerned”

NOTE I In all other respects, the Director General will be guided for purposes of commercial broadcasting in All India Radio by the code of ethics for advertising in India as modified from time to time.

NOTE II Notwithstanding anything contained herein, this code is subject to such modification / directions as may be made / issued by the Director General from time to time.

NOTE III All advertising agencies shall adhere to the standards of practice as prescribed by advertising agencies association of India, Bombay, as given in annexure III

PROCEDURE FOR THE ENFORCEMENT OF THE CODE

1. Complaints or reports on contraventions of the code, received by All India Radio may in the first instance be referred by the Director General to the advertisers associations concerned with request for suitable action.

### **A.I.R. /DD code**

Broadcast on All India Radio/DD by individual will not permit:

- (1) Criticism of friendly countries;
- (2) Attack on religions or communities;
- (3) Anything obscene or defamatory;
- (4) Incitement to violence or anything against maintenance of law and order;
- (5) Anything amounting to contempt of court;
- (6) Aspersions against the integrity of the President and Judiciary;
- (7) Anything affecting the integrity of the Nation; and
- (8) Criticism by name of any person.

## **8.4 The Code for Commercial Advertising on Doordarshan**

### **Definitions**

In this Code, unless the context otherwise requires:

- i. Government means, Government of India.
- ii. Director General' means, the Director General, Doordarshan or any officer duly authorized by him on his behalf and includes the Director, Doordarshan Kendra.
- iii. 'Advertiser' means any individual or organization including a commercial concern which has offered an advertisement for telecast over television.
- iv. 'Advertising Agency' means any organization which is accredited to, recognized by or registered with Doordarshan as such.
- v. 'Advertisement' includes any item of publicity for goods or services inserted in the programmes telecast by Doordarshan with a view to increasing sales.
- vi. 'Spot Advertisement' means any direct advertisement mentioning product/services, their merits and other related details.
- vii. 'Advertising Association' means an Association or Society or any other body of whose constituent members are Advertising Agencies registered/recognized or accredited to Doordarshan.

## Scope

- (a) The Director General, Doordarshan, shall be the sole judge of the suitability or otherwise of an advertisement for telecast and his decision in this regard shall be final.
- (b) Doordarshan time shall be sold to the advertisers/advertising agencies at the sole discretion of the Director General, Doordarshan, according to the prescribed rates.
- (c) Doordarshan time shall be sold to the advertisers/advertising agencies at the sole discretion of the Director. General, Doordarshan, according to the prescribed rates.
- (d) The advertisement should be clearly distinguishable from the programme by using suitable wipes/blank, in order to avoid the message of the programme getting mixed up with the content and images of the advertisement.

## Introduction

Advertising is an important and legitimate means for the seller to awaken interest in goods and services. The success of advertising depends on public confidence. Hence no practice should be permitted which tends to impair this confidence. The standards laid down here should be taken as minimum standards of acceptability which would be liable to be reviewed from time to time in relation to the prevailing norm of viewers' susceptibilities.

The following standards of conduct are laid down in order to develop and promote healthy advertising practices in Doordarshan. Responsibility for the observance of these rules rests equally upon the Advertiser and the Advertising Agency.

All those engaged in advertising are strongly recommended to familiarize themselves with the legislation affecting advertising in this country, particularly the following Acts and the Rules framed under them:

- (1) Drugs and Cosmetics Act, 1940.
- (2) Drugs Control Act, 1950.
- (3) Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954.
- (4) Copyright Act, 1957.
- (5) Trade and Merchandise Marks Act, 1958.
- (6) Prevention of Food Adulteration Act, 1954.
- (7) Pharmacy Act, 1948
- (8) Prize Competition Act, 1955.
- (9) Emblems and Names (Prevention of improper Use) Act, 1950
- (10) Consumer Protection Act, 1986.
- (11) Indecent Representation of Women (Prohibition) Act, 1986. (12) AIR

Doordarshan Code.

(13) Code of Ethics for Advertising in India issued by the Advertising Council of India.

(14) Code of Standards in relation to Advertising of Medicine and Treatments.

(15) Standards of Practice for Advertising Agencies. (The list is illustrative and not exhaustive).

## II. The Code

### General Rules of Conduct in Advertising:

1. Advertising should be so designed as to conform to the laws of the country and should not offend against morality, decency and religious susceptibilities of the people.
2. No advertisement should be permitted which:
  - i. Derides any race, caste, colour, creed, nationality;
  - ii. Is against any of the directive principles, or any other provision of the Constitution of India.
  - iii. Incite people to crime, cause disorder or violence, or breach of law or glorifies violence or obscenity in any way;
  - iv. Presents criminality as desirable;
  - v. Adversely affects friendly relations with foreign States;
  - vi. Exploits the national emblem, or any part of the Constitution or the person or personality of a national leader or State Dignitary;
  - vii. Related to or promotes cigarettes and tobacco products, liquor, wines and other intoxicants;
  - viii. In its depiction of women violates the constitutional guarantees to all citizens such as equality of status and opportunity and dignity of the individual. In particular, no advertisement shall be permitted which projects a derogatory image of women. Women must not be portrayed in a manner that emphasizes passive, submissive qualities and encourages them to play a subordinate, secondary role in the family and society. The portrayal of men and women should not encourage mutual disrespect between the sexes. Advertisers shall ensure that the portrayal of the female form is tasteful and aesthetic, and is within the established norms of good taste and decency.
3. No advertisement message shall in any way be presented as News.
4. No advertisement shall be permitted the objects whereof are wholly or mainly of a religious, or political nature; advertisements must not be directed towards any religious or political and or have any relation to any industrial dispute.
5. Advertisements for services concerned with the following shall not be accepted:
  - (i) Money lenders;

- (ii) Chit funds;
- (iii) Saving schemes and lotteries other than those conducted by Central and State Government, Organizations, Nationalized or recognized banks and Public Sector Undertakings;
- (iv) Matrimonial agencies;
- (v) Unlicensed employment services;
- (vi) Fortune tellers or soothsayers etc., claims of hypnotism;
- (vii) Foreign goods and foreign banks;
- (viii) Betting tips and guide books etc., relating to horse racing, or other games of chance

6. The items advertised shall not suffer from any deficiency as mentioned in Consumer Protection Act, 1986.
7. No advertisement shall contain references which are likely to lead the public to infer that the product advertised or any of its ingredients has some special or miraculous or supernatural property or quality, which is difficult to prove, e.g. cure for baldness, skin whitener, etc.
8. No advertisement shall contain the words 'Guarantee' or 'Guaranteed', etc., unless the full terms of the guarantee are available for inspection by the Director General, Doordarshan, and are clearly set out in the advertisement and are made available to the purchaser in writing at the point of sale or with the goods. In all cases, terms must include details of the remedial action available to the purchaser. No advertiser shall contain a direct or implied reference to any guarantee which purports to take away or diminish the legal rights of a purchaser.
9. Scientific or statistical excerpts from technical literature etc., may be used only with a proper sense of responsibility to the ordinary viewer. Irrelevant data and scientific jargon shall not be used to make claims appear to have a scientific basis they do not possess. Statistics of limited validity should not be presented in a way as to make it appear that they are universally true.
10. Advertisers or their agents must be prepared to produce evidence to substantiate any claims or illustrations. The Director General reserves the right to ask for such proofs and get them examined to his full satisfaction. In case of goods covered by mandatory quality control orders, the advertiser shall produce a quality control certificate from the institutions recognized by the Government for this purpose.
11. Advertisements shall not contain disparaging or derogatory references to another product or service.
12. Imitation likely to mislead viewers shall be avoided.

13. Visual and verbal representation of actual and comparative prices and costs shall be accurate and shall not mislead on account of undue emphasis or distortion. Testimonials must be genuine and used in a manner not to mislead the viewers. Advertisers or Advertising Agencies must be prepared to produce evidence in support of their claims.
14. The picture and the audible matter of the advertisement shall not be excessively 'loud'. This is to ensure that between the programme and the advertisement there is a smooth changeover avoiding jerkiness or; shock to the viewers.
15. No advertisement of any kind of jewellery or precious stones shall be accepted.
16. Information to consumers in matters of weight, quality or prices of products where given shall be accurate.
17. Advertisements indicating price comparisons or reductions must comply with relevant laws.
18. No advertisement shall be accepted which violates AIR and TV Broadcast Code.
19. Any such effects which might startle the viewing public must not be incorporated in advertisements. For example, and without limiting the scope, the use of the following sound effects will not be permitted: Rapid gunfire or rifle shots; Sirens Bombardments Screams Raucous laughter and the like.
20. Any pretence in advertising copy must be avoided and such copy shall not be accepted by Doordarshan Kendras. The 'simulation' of appearance or video of a personality in connection with advertisements for commercial products is also prohibited unless bonafide evidence is available that such personality has given permission for the simulation and it is clearly understood that stations telecasting such announcements are indemnified by the advertiser or
  1. Anything amounting to contempt of court.
  2. Aspersion against the integrity of the President, Governors and the Judiciary.
  3. Attack on a political party by name.
  4. Hostile criticism of any state or the centre.
  5. Anything showing disrespect to the constitution or advocating change in the constitution

## **8.5 ADVERTISING AND CHILDREN**

1. No advertisement for a product or service shall be accepted if it suggests in any way that unless the children themselves buy or encourage other people to buy the products or services, they will be falling in their duty or lacking in loyalty to any person or organization.
2. No advertisement shall be accepted which leads children to believe that if they do not own or use the product advertised they will be inferior in some way to other children or that they are liable to be condemned or ridiculed for not owning or using it.
3. No advertisement likely to bring advertising into contempt or disrepute shall be permitted. Advertising shall not take advantage of the superstition or ignorance of the general public.
4. No advertisements of talismans, charms and character-reading from photographs or such other matter as well as those which trade on the superstition of the general public shall be permitted.
5. Advertising shall be truthful, avoid distorting facts and misleading the public by means of implications by false statements as to:
  - The character of the merchandise i.e. its utility materials, ingredients, origin, etc.
  - The price of the merchandise, its value, its suitability or terms of purchase.
  - The services accompanying purchase, including delivery, exchange, return, repair, upkeep etc.
  - Personal recommendations of the article or service.
  - The quality or the value of competing goods or the trustworthiness of statements made by others.
6. Testimonials of any kind from experts etc. other than government recognized standardization agencies shall not be permitted.
7. No advertisement shall be permitted to contain any claim so exaggerated as to lead inevitably to disappointment in the minds of the public.
8. Methods of advertising designed to create confusion in the mind of the consumer as between goods by one maker and another maker are unfair and shall not be used. Such methods may consist in:
  - a. The imitation of the trademark of the name of competition or the packaging or labelling of goods; or
  - b. The imitation of advertising devices, copy, layout or slogans.
9. Indecent, vulgar, suggestive, repulsive or offensive themes or treatment shall be avoided in all advertisements. This also applies to such advertisements which in themselves are not objectionable as

defined above, but which advertise objectionable books, photographs or other matter and thereby lead to their sale and circulation.

10. No advertisement in respect of medicines and treatments shall be accepted which is in contravention of the code relating to standards for advertising of medicines and treatments.

## **8.6 PUBLIC RELATIONS SOCIETY OF INDIA-Code of Ethics**

International code of ethics for public relations as adopted by the Public Relations Society of India at the 1<sup>st</sup> All India Public Relations Conference, New Delhi, April 21, 1968.

Considering that all member countries of the United Nations Organisations have agreed to abide by its charter which reaffirms “its faith in fundamental human rights, in the dignity and worth of 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 right, 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 give public relations practitioners a power that has to be restrained by the observance of strict moral code.

All these grounds public relations society of India hereby declares that it accepts , as its moral charter the principle 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 the society shall endeavour:



1. To contribute 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 the 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 environment 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 observed, in the course of his professional duties, the moral principles and rules of the universal declaration of human right.
6. To pay due regard to, an 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 stay at 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 interest of the organization which he serves and the interest 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 of 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

## 8.7 Summary

The professional associations and bodies serve the interest of their members. Associations provide a platform to exercise the right to expression in democratic nation. Acquiring the professional status requires lot of understanding, exposure and experience sharing. The PR associations have strived hard to establish and promote PR field as a full fledge area of management with rigorous training in the field, developing skills and techniques, encouraging PR researches etc. some important PR bodies are PRSI, PRSA, IPRA and PRCA.

The All India Radio and Doordarshan have codified the norms of practice for the Broadcasters. These codes offer a word of caution to the PR practioners with respect to the use of these media for publicity, commercial and advertising campaigns.

The Public Relations Society of India has adopted international code of ethics like contributing to the achievement of moral and cultural conditions enabling human beings to reach their full stature, establishing communication patterns by fostering the free flow of essential information, which will make each member of group feel that he is being informed and also give him an awareness of his personal environment etc. It also provides the members to establish moral, psychological and intellectual conditions for dialogue, to act in all circumstances in a manner as to take account of the respective interest of parties involved etc.

## 8.8 Key words

Endeavour: an earnest attempt

Allegations: something alleged (claimed)

Enshrined: preserved and respected

Dispassionate: unemotional and objective

Bombardments: attack with artillery, attack with questions etc.

## 8.9 Self Assessment Exercise

1. Which are the major PR associations and what are their broad objectives?

2. Do the PR associations have a role to play in maintaining professional standards in the PR field?
3. Discuss the Codes of Conduct of PRSI.
4. What is the relevance of AIR and DD code as regards the PR industry?

#### **8.11 SUGGESTED READING**

- 17) Seema Sharma, “ public- relation” An mol publications PVT LTD. 2005
- 18) Caroline block “ The PR practioner’s : A Handbook vivabooks Pvt Ltd,2003
- 19) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 20) Paul Burton, corporate PR Reinhold publishing house, New York.

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<b>PR CAMPAIGN</b>	

## STRUCTURE

- 9.1 Objective
- 9.2 Introduction
- 9.3 Problem Identification
- 9.4 Planning
- 9.5 Evaluation of result of campaign
- 9.6 The Publics
- 9.7 Message design
- 9.8 Selection of media
- 9.9 Budget
- 9.10 Implementation and evaluation
- 9.11 Summary
- 9.12 Key words
- 9.13 Self Assessment Exercise
- 9.14 Suggested Readings

### 9.1 OBJECTIVE

In this lesson we will discuss the various activities involved in PR Campaign.

**9.2INTRODUCTION:** - PR is an effort of communication link to establish a positive image of the company or organization. PR activities have to embed within the overall implementation of PR programme. It is an independent area of the of stream of communication, such as advertising and marketing. It is a link between the corporation and an organization and their target publics which are external and internal effective and successful PR encompass objective oriented, database and effort evolved around a definite action plan. Today's PR is an important tool to build public opinion about the organization. These are related to both commercial and non commercial. It is defined that " PR is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics. The term campaign is used to mean systematic efforts for achieving a target. It is a unit of effort to accomplish a set of objectives, while applied to PR may be taken to mean "a unit of programmes or policies or services information distributed to accomplish a set of communication objectives. It is a series of professional and strategic plans and activities.

To achieve the PR objectives of PR campaign plan lays down the alternative strategic involving PR message and media.

Campaign as it applied to PR, is a continuous extensive effort to create and maintain a mental environment conducive to the acceptance of a product\ polices\ programmes\ services, an idea or ideology, or a personality, individual or corporate. There are form following principal categories on which campaign are conducted:-

1. Industrial and financial
2. Commercial
3. Institutional
4. governmental

## INDUSTRIAL AND FINANCIAL CAMPAIGN

It is call for campaign s continuously for making a favorable public acceptance of a business enterprise. It includes all general public along with financial or banking community. The stock holders, the particular section of the public or trade who are the ultimate user of the product or services offered employees and potential employees, the community or communities, govt agencies. This campaign attempts to make a favorable news scenario in the market.

## COMMERCIAL CAMPAIGN

Commercial campaign is related to the acceptance of a product or services. In this campaign, publicity as a tool of PR plays a significant role.

## INSTITUTIONAL CAMPAIGN

It is concerned with non- profit organization for fund raising activity. It includes all non- profit social, political health, welfare and educational institution of the country. It has voluntary nature that makes the impact of good PR and gives shape to the pattern of community life.

## GOVT CAMPAIGN

It works for tourism organization, Transport Corporation, nationalized banks and other development corporations like state electricity board, LIC. These area involve special type of campaign is know Ned as a govt campaign. It is most generous concept of campaign.

## HOW PR CAMPAIGN WORKS

PR is a way of life in an organization and must be continuous affair; it is an unfocused short term, multi- media multi- dimensional with specific quantifiable or measurable objectives. The following must be considered when a PR campaign is going to start:-

Why- why communicating \ objective of campaign.

Who- Who is your target group. To whom campaign want to reach.

What- what campaign want to say. It means key message of the communication

Where- where do we say? By which media.

How- Manner of presentation of campaign\ the way campaign wants to reach our target audience\ or the strategy or action oriented programme.

When- Time- period or the frequency of messages

Besides the above, two other important point via, budgeting and evaluation or feedback about the success or failure of the campaign. Its emphasis on the planned form of public- relations based on the two- way understanding. PR campaign is a process of the implementation of planned programmes. Which serve both the organization and the public interest?

So, we can say that the emphasis is on one key concept in the PR campaign, and that is planning. It is called the" action charter" while implementing a PR campaign.

Keeping in view the, the following four stage process involved in successful PR campaign:-

### **9.3 PROBLEM IDENTIFICATION OR FACT FINDING**

The first step is defining the problem and to define the problem, there is a need to do some fact finding. Actually, problem definition begins with listening to the

views of varying publics. In this reference feedback is a powerful tool. When it does not exist or is ignored then the situation engenders doubt and concern in the communicator, and frustration and sometimes hostility in the audience while defining the problem which is known as symptomatic diagnosis of the situation, will help to the organization. It will analyse the management, employees, product, competitor and its sensitive issues such as family feuds, scandals, insensitive media, collective bragging, threat from pressure group, inferior product, price, vis-a vis computer etc. To find out the main problem, it is necessary to get to the depth of the issue. In fact research and fact finding is also a very integral part of structuring symptomatic "listening" into the process communication.

A PR manager must know the problem first he/she needs to do some fact finding research. PR personnel should have the thorough knowledge of the organization. This may require both formal and informal ways of researching the problem. The problem definition should ideally take the following steps:-

First: - Scan the problem thoroughly. Such as what is being said now with which channel  
Second – Vital clues will have to be linked

Thirdly – Analysis of the information. It means appraisal of how much of what is being said is truth and how much fallacious

Therefore, PR practitioner uses research as a major tool. Research orientation is imperative for those plasticizing PR in the information age. It helps decision making. PR should be well in the research process and in research concept to get results. Through the research, A PR professional should be able to gather information and analyse data. But before making a research, it is important to make a problem statement which depends on:-

- What is the source concern?
- Where has the problem occurred?
- When is it a problem?
- Who is involved or effected?
- How are they involved or effected?
- Why is this concern to the organization and their target group?

## FACT FINDINGS

The fact finding is a related step of problem identification. It is a formally starting point of any PR campaign. Fact finding can be carried on in three ways.

First- Organized fact findings with systematic collection of relevant data and information

Secondly - Maintenance of proper fact files on a subject

Thirdly- Process of research

Investigation and fact finding of the situation is the first requirement of any PR campaign. A study of what the problem is and what is involved in an effort to tackle the problem. The PR person will first study the situation and collect and the readily available fact both from within his own organization and from external sources. If, the situation has a different nature where the fact is not clear, research may have been necessary. Research might be necessary to discover the causes of the problem. The research might reveal for instance that some unscrupulous competitors are behind the campaign.

## SYSTEMATIC FACT- FINDING

The art of fact- finding can be used for guiding the policies of an organization. The PR manager can assemble enough information to develop fairly

reliable format of the campaign. Systematic fact- finding will eliminate all available uncertainties. For this there are some following essentials:-

- 2) To assemble a basic fact file
- 3) To operate continuous intelligent activities constantly adding to the basic fact file.

The things that may be assembled in a basic fact file are:-

- a) Statistical figures of importance of project
- b) List of information agencies concerned with the problem
- c) Reference book
- d) Pertinent legislation
- e) Relevant clippings from mass media.
- f) List individual (may be product\ person\ organization) who may be important in the case
- g) List of media.

#### SCIENTIFIC FACT- FINDING OR ORGANISED RESEARCH

Simple observation or even a study of available facts as collected in the basic fact file may not suffice to discover things that are hidden. Organized research therefore becomes necessary. So, PR campaign need the specific research based on three following broad groups:-

- Measuring the extent of certain attitudes
- Exploring the reasons and circumstances that favors or hinder the growth of the opinion or attitude
- Testing the effectiveness of various plans to change the opinion or attitude.

Therefore, the existence of a certain attitude offers only a starting point to the PR implement. Research can help to get a depth into the reason why certain attitudes grow or change or do not grow. Research by providing a breakdown of the attitude through such feature as sex, age, economic status, geographic location and other identifications data may give significant basic clues as to the reason. Research may sometimes be obtained to decide what is the best media to reach the specific target group desired in the most exclusive way.

On the other side it is also important to determine how the target audience or public view the organization. This could be tested either formally through the proper survey or informally by questioning key people.

#### 9.4 PLANNING

The next stage through which PR campaign passes us that of planning or the working out of a strategy once. It is an analytical step by step programme of action, while no of techniques and methods is used.

Once a problem is identified and research conducted, it is found that barriers are cleared and then the next step of planning will start. It involves decision making for identified objectives alongwith strategy formulation.

Actually planning is not only involves the various stages that need to be taken, the means of communication to be accepted, but an estimate of the budget, requirements of manpower and so on. The total strategy, different type of programmes, the means by which the objectives are to be attained and their budget, will have to be prepared properly or with the format document. The PR person is authorized to make and implement is authorized to make and implement the plan of campaign within the frame work of an overall budget. It is desirable to keep top management informed and to try their cooperation in the execution of the plan of PR campaign.

The PR man should prepare him carefully for proper presentation of campaign strategy and plan to top management. All the facts have to be presented, the analysis on the basis of convincing case made out to show that the proposed strategy is likely to meet the objectives. In this process, there may be possibility of modified suggestion by the top management. In this situation, their suggestions should therefore, be carefully considered and if essential modification should be introduced in the plan.

The following framework of planning should be considered for a successful PR campaign:-

- Analysis of situation
- Setting of objectives
- Identification of target group
- Selection of media and PR programme
- Determination of budget.

## **9.5 EVALUATION OF RESULT OF CAMPAIGN**

The above said process is mainly involved with planning and budgeting process of organization. It is a strategic thinking which decides the identification and selection of objectives. Actually will defined objectives provide a frame work of responsibility, achievement, activities along with assessment of benefit and consequences of actions?

### **4.1 AIMS**

Besides these, there are May ways to analyze the planning function and objectives for the PR campaign and demerits, the consequences and difficulties, of each course of action. But it should be very much clear that plan should have sufficient flexibility for mid- plan corrections and implementation. Clearly identified goals contribute the success of plan. So, objective of the plan should be always based on the following facts:-

- To increase the public knowledge
- To enlist the support of voluntary and non governmental organization (NGOS)
- To motivate the public to participate in the campaign
- To make a good networking on the basis of abovementioned facts the objectives will include the followings:-
  - 1) Defining goals and measurable objectives
  - 2) Determining the nature and scope of campaign to be accomplished in key areas
  - 3) Determining desired effects
  - 4) Identifying resources, both manpower and financial appropriation
  - 5) Fixing responsibilities
  - 6) Evaluation and reconciling.

### **GOALS**

In PR campaign, two types of goals are identified:-

- 1) Process
- 2) Outcome goals.

Process goals include all the process that must be accomplished before, during and after the campaign.

Outcome goals identify what needs to be gained or achieved from the total campaign out come and process goals are normally more than one goal.

### **OBJECTIVE**

There are two following objective being used for

- a) PR campaign



- b) Informational
- c) Motivational

Both are identified as an aspect of what has to be accomplished and is directly measurable. What information has to be disseminated through this campaign want to include? What are the benchmarks and from what point would the evaluation take place. For example, what percentage of the populations currently aware of the issue or problem, and what increase in percentage does the campaign want to achieve?

#### TOOLS OF PLANNING

The planning strategies process vary from organization to organization. Generally the PR plan period exhausts for one financial year. But some time, it depends on the PR objectives, which may be long term campaign or short term. The approval of company is given by the top management. The following tool is used in the planning of PR campaign:-

- 1) Idea generation
- 2) Alternative pattern
- 3) Score and prioritization
- 4) Creative planning.

The aim of idea generation is to make a brain storming session for collecting many ideas by the discussion. The ideas submitted are grouped together according to the concept and then constituted into a cohesive PR campaign.

Alternative pattern is a method of mixed scanning. It is firstly formulated then revised when extra information is available. The method of alternative pattern is again in another form to fit the incoming information. This is revised no of times depending upon the pattern and information possible.

Similarly, the system is scores and prioritization of the alternatives. It is known as a sequential decision making method. Through this method each alternative will be surveyed. After that, each will then be coded according to the predetermined criteria. The coding will be used for an adding of scores and for prioritization of the alternatives.

Creative plans take place when alternative are found or when attempts are made to find solution and ideas. It is not frequently practiced all over the world along with India. Besides this it is essential to improve creative PR plans and internal part of the PR campaign. One the PR person clear on the plan, some of the following PR activities can be as follows:-

- To arrange workshop and symposium providing a platform to different NGOs for sharing their knowledge, problems and efforts in the field to help cross fertilize ideas.
- To evolve a common programme, keeping in view the local ethos.
- To earmark funds for specific activities
- To make a project for their joining as partner in govt programme
- To reach out to identified target adopters through different channels
- To work out specific message.
- To decide what action is expected from them on adoption of such programme, financial contribution, empathy towards public with specific communication.

#### 9.6 THE PUBLICS: TARGET PUBLICS

In the field of public relations the term 'public' has accepted with vary broad categories. Basically there are three identified in the PR world are types of public:-

Primary: - Primary publics are those that are directly affected by the situation, issue or problem.

Secondary: - Secondary publics are those who are indirectly affected.

Tertiary: - Tertiary publics are those who could influence the situations.

In the profession of public- relations the PR personnel communicates with different type of people. It is very much essential that PR person should define their target publics clearly and should select the strategy and media to reach them perfectly. There are some following identified public of public relation field lass considered for a major compaign:-

- 1) The employees:- The people who work in the organization from management unit to lowest post
- 2) The potential employees: - People who work for competitor organization.
- 3) The suppliers: - who supply the service or materials to the company.
- 4) The traders: - Distributor, whole sellers, retailers agents etc.
- 5) The financial contacts: - Banker, Shareholders, investors, brokers and insures.
- 6) The media: - Press, TV, Radio etc.
- 7) Opinion leaders :- People who make influence such as social agents, bureaucratse, local leaders, public- representatives
- 8) Pressure groups: - Trade union, labour association, employee associations etc.

Besides the above mentioned list, there are some specific types of the target group with whom the organization should be ready to communicate. The target audience is never unlimited. The first step is to avoid the term general public. Broad categories should be identified whose behaviors or perception PR person trying to influence.

The next step is to break up the broad categories of public into smaller, more definable groups. Then, one has to look which of the group is more “crucial “in terms of reach. In other words, the PR person must identify the primary and secondary target group. There is a need to identify the opinion – makers or leaders among the before mentioned public, those who can influence the others.

## 9.7 MESSAGE DESIGN

For preparing an effective PR campaign the two points must be considered carefully:-

- 1) The audience
- 2) The message

The audience indicates the answer to question such as interest of the people, specific need of the message which fulfill the desire of audience as a whole as much as possible. The psychological appear will be helpful to work effectively with the target group. The requirements and interest of this segment will decide which type of content of message should be highlighted in the compaign of PR.

### THE MESSAGE

The message designing plays an important role in the process of PR campaign. As we know communication is a stimulus which must lead to a “conditioned response” To be effective, any persuasive communication must carry its audience through a series of stages each stage being independent on success in the previous stage. In short the message must be:-

- Understandable: - It must be seen\ read\ listen to there should believe by the public.
- Remember able: - It must be acted upon.
- Acceptable: - It must be acted upon.

A famous expert of PR Ray Eldon Hilbert suggested a four- pronged guidelines for developing a message:-

First: - Determine what people think of you. If you do not know that how your target public perceives you then your message will be worthless.

Second: - Establish what you actually are. This will be analyzed by identification of problem and research on it.

Thirdly: - Make desire image. There is a need to use a succinct image statement as to how would like target public to perceive the organization such a company is either environmental conscious or consumer oriented.

Fourth:- Reduce image statement to key word for example while “supreme” frequent use of key words win slowly but surely change old images and build new ones communication, in fact, involves more than semantics. Symbols and colours also communicate. We know very well that this is a comparative edge and for making the distinctiveness some companies especially focusing on colors along with verbal and non – verbal

Therefore, the communication has to be credible in context, clear, consistent and compatible with the reliever’s value system. There are following factors that should be considered for the message design:-

- Selection of words
- Length of message
- presetting of message

#### **9.8 SELECTION OF MEDIA**

After defining the publics and prioritizing them and after designing the message, the PR manager has to select the media. Media selection means using the media according to the objectives decided to protect the campaign. The analysis of media effectiveness must be based on two main aspects:-

- a) Those communication channels should be selected which provide the message the best opportunity of being expressed clearly and effectively.
- b) The media selected must enable to communicate with as many of targeted audience as possible at the minimum cost.
- c) The right selection of media will be always money, effort and time saving.
- d) Media must be carefully selected by the PR person to maximize its reach to the target group to communicate message properly.
- e) It is also important that in any campaign not all media are used at the same stage.

Mass media like TVs radio any newspapers\ Magazines inform and persuade a large number of people in a short time media relation is a key function of the PR profession. The objective of PR campaign determines the right media mix. But to educate and motivate people to take action, Interpersonal media are of utmost value. In order to make selective audience to act, The PR professionals have to beyond the mass media NGO’S social agent, personal contact and other specific media like direct mail or personal meeting can help to indulge action. According to kotler and robrto, interpersonal communication assumes a variety of roles.

#### **9.9 BUDGET**

As we know public- relations is a meanapment discipline. It requires a proper budget for the smooth functioning of various activities campaign of PR. Budgeting is an

important aspect of planning. Budgeting is an important aspect. It depended on the priorities

There are generally two type of view about the way to arrive at the budget for PR campaign. One is need based budget and the other is related to sales turnover or to profits. Narrative budgeting system in PR

- Benefit shadow pricing is another processing budgeting which assign values of goods and services that may be not have a market for example someone is asked how much they are willing to pay for a product( which is not the market) as if it is available in the marketplace. The assumption is that the individual estimates a price which could be aggregated to represent a fair market value.

- Cost benefit compensation is the benefit in relation to the cost involved.

Therefore, budget should be broadly allocated for media cost, creative charges, and other operation charges of the various promotional activities of compaign. This allocation is made for particular period of time, usually a year.

Even budget should be reviewed time to time and should provide scope for effective control system on expenditure. Provision for response to sudden change. Though various methods are followed in establishing the budget, objective of task oriented method is most effective. It is a realistic, appropriated and approachable.

#### **9.10 IMPLEMENATION AND EVALUATION**

Presuming that the strategy and activities suggested are approved and the necessary budget are made available; the further stage is the implementation of the plan of PR campaign. It is very much obvious that plan will only be clear about the objectives but will also clearly have to identify target audience and the media or other means required to influence these audiences. Without identifying the audience very precisely the message is likely to get diffuse and the exercise will prove too costly because there will a considerable waste involved. It a PR man wisher every message of his\ her to be carried to the teaching millions in the country, he\ she will only succeed in running his organization financially and even objectives. The more precisely therefore the audience can be pinpointed and the smaller the segment the more effective the compaign is likely to be.

The PR person will also have to decide how the programmed is to be implemented organizationally. For that, there should be a clear demarcation of responsibilities and a mutually agreed area of action for each. There should be careful supervision at each stage on how the plan is being implemented and if anything goes wrong corrective action should promptly be taken. In this process slight modification in the original plan in the light of experience gained may be come necessary and should not be avoided merely because it marks a slight deviation from the original plan.

Once plan has been implemented there should be a proper evaluation and through this an attempt should be made to discover how for the objectives have been achieved. Actually, effectiveness of the compaign is always a prime concern. Even before the PR compaign is released, it is necessary to evaluate its expected level of performance.

It is an integral part of the PR process. Strategic decision needs to be taken whether to take up evaluation as a “feed forward” i.e. before a PR programme is launched or only at the end of the campaign to estimate. The level of its effectiveness. In this process, an evaluation can help prepare the public- relations programme. Keeping in view the perception of the public for whom the programme is being launched? How would the programme be evaluated? When and why and at what intervals? A PR person can find them among all public via, employees, consumers, media writers, professionals

etc, yet their perception also need to be elicited before the launch the campaign and after it is over to evaluate the change in perception. Perspectives from which evaluation is to be taken also need to be outlined, besides carefully deciding what to evaluate. The evaluation of effectiveness of a PR campaign may be considered with the reach, exposure and recall, credibility, understanding and readability.

Reach is and know Ned with a percentage of employees and external public particular relieved the campaign on a timely basis and the exposure and recall indicates how will did public recall important part exposed in the specific campaign credibility means did the public consider. The launched campaign trustworthy. Further, understanding highlights the audiences understand the organization's position on important events and readability explains that were the external and eternal public of PR able to comprehend the content of message without difficulty.

#### SERVICE DELIVERY AND EVALUTION AND PR CAMPAIGN

The evaluation can be through a questionnaire, interviews or electronic email, homilies, call center, mobile standard offices etc. These modes are known as a service delivery. The evaluation of PR programmes though taken seriously in corporate sectors abroad, is just coming into existence in India

The above framework offers the key guidelines to component parts of the PR campaign structure.

#### RESEARCH FOR THE EVALUATION OF PR

Campaign: Research is a hallmark of the PR which demands by the industry or organization and govt. The main aspect of research embarked upon at the early stage of PR campaign includes exploratory, development research and concept testing. These may be undertaken using both qualitative and quantitative methodologies.

#### EXPLORATORY RESEARCH AND DEVELOPMENT RESEARCH

Research in the campaign process should be started at the very early stages of PR campaign and especially well before any substantial formation of the campaign.

Exploratory and developmental research offers guidelines for the campaign at the vary beginning and contributes to bench marking for evaluation. It also provides details as to whether a campaign is necessary to address an issue. Principally, exploratory research highlights the following:-

- Why is there a need to address the issue now?
- What is currently known about the particular issue and what previous research has been undertaken on the issue?
- Who is the community that the issue affects and what are the relevant characteristics, attitudes and behavior.
- How could the communication address the issue effectively?

#### DEVELOPMENTAL RESEARCH:-

Once the abovementioned points have been cleared and vision more or less highlighted, developmental research should be started.

Once the aim, goals and objectives of the campaign have been decided, developmental research will help to invite more insight and depth into the main objective of the campaign. Apart from selected research methodologies mentioned above, the following types of evaluation research relate:-

- Bench making
- Tracking
- Post campaign evaluation

Benchmarking research provides a well insight into a circumstance gives a the campaign is executed. Some times, it includes information regarding the target public's knowledge, awareness, attitudes, habits, priorities, behaviors or perception. It makes benchmark data against which the campaign could be evaluate together with any changes that may have be happen.

Tracking research controls and tracks the progress and changes among the external and internal publics. If the required improvement is not being complete successfully, the aim and plan of the campaign should be reanalyzed and changed. When a campaign has a nature of multi- phase, tracking will make the needs required for the next phase. Post campaign research helps to measure:-

- What has changed since the campaign started?
- How has it become different or move from one campaign to another.
- Why has it changed?

It may be necessary where there is some doubt or controversy with regard to the results to take recourse to the process of formal research. In other cases the outcome of the campaign and its effects may be fairly clear. Having found out the results and the extent to which the objectives originally set have been achieved, the PR person will move to the next campaign.

#### **9.11 SUMMARY:-**

PR is a management function. Almost every company now engages in PR to some extent company managements becoming more aware of the usefulness and necessity of formal organized PR. The modern PR executive cannot expect success without complete detailed programming and campaign. Campaign is a systematic effort for finding a target. It evolves from planning to strategy. There are four principal category on which any campaign based are industrial and financial commercial institutional and government. PR campaign is a continuous affairs. It must unfocused short term, multimedia, multi- dimensional with specific objectives. PR campaign involved the four stage. One is fact finding, planning, implementation and evaluation. Fact finding is related step of problem identification in PR campaign. The planning strategy process depends on the campaign objectives which may be long term campaign or short term. It requires a proper budget for the smooth functioning of various activities of the campaign. The PR person will also have to decide how the programme is to be implemental. There should be a clear supervision at each stages how the plan is being implemental and action should promptly be taken. Last but not least the evaluation of the campaign is a strategic decision but it is an integral part of the PR process. The evaluation of a campaign can be through a service delivery. Today, research a hall mark of the PR campaign which demands by industry and organizations. It includes exploratory and development research. Post campaign research may be necessary to find out the doubts or controversy. After getting the result of launched campaign, the PR person evaluate and analyze the whole activities along with profit gain and loss and then he starts to move for next campaign.

#### **9.12 KEY WORDS**

Controversial: causing controversy

Distinctive: distinguishing characteristics

Explore: examine

### **9.13 SELF ASSESSMENT EXERCISE**

Q1 What do you understand by PR campaign.

Q2 Describe the type of PR campaign.

Q3 Elaborate the framework of the planning of PR campaign?

Q4 What do you understand by public in PR? Describe the types of public of PR.

Q5 Explain the message design and its guidelines?

Q6 What is the role of budget in the PR campaign.

Q7 Explain the kind and importance of research in the PR.

### **9.14 SUGGESTED READINGS-**

- 1) Seema Sharma, “ public- relation” An mol publications PVT LTD. 2005
- 2) Caroline block “ The PR practioner’s : A Handbook vivabooks Pvt Ltd,2003
- 3) David. W. wragg : An introduction to public – relations Blackwell publishers, 1992
- 4) Paul Burton, corporate PR Reinhold publishing house, New York.

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<b>CRISIS MANAGEMENT</b>	

## STRUCTURE

- 10.1 Objectives
- 10.2 Introduction
- 10.3 Crisis management
- 10.4 Guiding principles for Crisis Management
- 10.5 Review of Crisis Management
- 10.6 Summary
- 10.7 Key words
- 10.8 Self Assessment Question
- 10.9 Suggested Readings

**10.1 OBJECTIVES:** - The objectives of this lesson are following:-

- To highlight the meaning of crisis and its introduction.
- To inform to types of crisis.
- To explain the concept of crisis management.
- To explain the process of preparing for crisis management.
- To analysis the various steps for crisis management.
- To elaborate the role of crisis services.
- To discuss the review of crisis management.
- To indicate the precedent for the future of crisis PR.

## 10.2 INTRODUCTION

Every organization faced a time of severe difficulty, occasionally, which is know Ned as a crisis even if they have not be fou crisis is always there. Even a crisis simply will not wait and crises are often turning points in organization life. Public- relations pla crisis actually occurs. The management of crisis will help to PR person to take action even the situation is totally parlayed by the d dictionary defines that “crisis” is a crucial event or turning point- an unstable period especially one of extreme trouble or danger- a course or a diseases.

Besides many PR practitioners have offered other deginitions with the following way

- “Crisis is an issue in hurry”
- “Crisis is an serious incident- which has or will affect human safety, or is threatening to life and\ or health and \ or the environment

The above-mentioned definition indicates that a major issue can be at least as damaging to an organization as a following definition which attempt, to draw the close relationship between an issue and a crisis for the public relation practiones:-

“A sudden incident or a long term problem- possibly triggered by a sudden incident- which could damage an organization its share price and impact upon the way it is able to conduct itself in future”. According to the above said definition, we can say which seriously interferes with the operation of the organization and which can be regarded as unwelcome by those involved.

The above mentioned definition indicates the crisis situations, one may divide them into categories- first, there are happen at fairly regular intervals and second are likely to occur in any organization. For example, crisis arising out of strikes, locko worker unrest, and them. There are crisis that take place rarely but draw considerably greater public attention of such crises are may extreme evidence of this type of crisis are big accident. A suitable example of this type of crisis way related to the Bhopal gas leak carbide chemicals plant.

In the case of first type of crisis the preventive measures consist of continuing efforts to establish good employees, effective management of communication within organization which not only gives for communication from the top to bottom, but will be a frequent wave of communication. There must be a provision for a regular interaction with the public or employee repres group.



Crisis situations are always the concern of PR, and in many instances can be greatly alleviated by public-relations action in a situation which has been identified as a crisis of an organization:-

- 1) A Disaster
- 2) A Strike
- 3) An antitrust investigation

#### A DISASTER

A Disaster may also be in different types, such as natural disaster includes earthquakes, floods, droughts, civil commotion and should pay the close attention to PR process involved in a disaster situation as it does to the safety procedures designed to protect starts, such as a fire, or explosion in a company, there is going to be a decided amount of panic. If company is totally unprepared for the PR stand point, or else its policies and process are so poor that they fail. Here, it should be very much clear that PR procedures prevent damage to a building, but PR practitioner can help a company to go through a disaster with lowest damage of its image.

In this situation the following steps will be helpful to avoid the abovementioned circumstances:-

- 1) The moment, there is hint of disaster; a PR department must be alerted.
- 2) The name of local news media must be file by the PR office so they can call in the event of an emergency.
- 3) A plan for working with press should be in existence at all times. Photograph and interviews from eyewitness, should be arranged.
- 4) Police should be formed as to general type of information that would be given to the media press during the disaster.
- 5) In setting up process and policies which would be implemented during disaster crisis a PR professional should try to explain the main attitude of media or press towards disaster.

#### THE STRIKE

The strikes include mainly lockout and acute industrial unrest. Each strike has its own characteristics, poses different problems, solutions. Some strikes are violent others merely involve picketing and across the table negotiations. It is inevitable in any strike, and emotions will run high, increasing the danger of making a PR mistake that could seriously damage the company.

During a strike it is vitally important that all statements released to the media or press be co-ordinated by a central person. If one comment is made publicly and another is made with negotiation session, feelings and emotions will run higher still. If one representative makes one statement to the media and another representative makes a conflicting statement, the public will be confused. A strike is known as a high professional caliber if PR people many of them are trained to work effectively with the press and to the union's benefit in circumstances where there is little time for decision making.

On the other hand, the organization should always be quick to put forth its side on an issue. The media or press will not feel entitled to it. In early stages of almost any strike, newsman will want speak several times each day with a company spokesman to get progress from the organization's point of view.

#### ANTITRUST INVESTIGATION

This is directly related to the lawyers. The PR person associates with this field only when the trouble starts. PR people should educate lawyer and top management educating everyone, who could commit antitrust violation to possible pitfalls. Such preventive measures can avoid much trouble. The main steps are an antitrust prevention programme is to create awareness among all concerned of the difficulties of the business. The first point to make in any anti-trust education programme is that enforcement is non-political. From the PR viewpoint, a conviction will result to a company's reputation upon conviction. It would seem that only an insane businessman would violate the antitrust laws after these penalties. The PR people would do well to become acquainted with lawyer of the company, either directly or through corporate counsel. Who does this will be in a better position to help the situation in the event that his company is charged with violation, customers will avoid antitrust pitfalls which must be guarded against.

There are some other types of example which have been identified as crisis of organizations:-

- 1) Serious accident, involving fatalities or injurious simply affecting the ability of the organization to function
- 2) The loss of a significant market or customers.
- 3) Interruption to the supply of materials or components.
- 4) Industrial disputes.
- 5) An unwanted takeover bid.

- 6) The withdrawal of a planned takeover or the withdrawal of financial support by a major sponsor or backer.
- 7) The election of a government hostile to the aims of the organization.
- 8) A serious product defect, requiring withdrawal.
- 9) Accident, incident or sudden illness affecting the ability of a key member of the organization's management to function.
- 10) The discovery of criminal or fraudulent activity related to senior member of staff or management, and putting the integrity of the organization at risk.
- 11) Criminal activity against the organization, such as raids on banks or building societies.
- 12) Tampering with a product.

It is significant that the effect of any of this so-called crisis on employees should be taken into account just as much as the effect on any external audience. A crisis requires wholehearted support from the employees. Employees can be amongst the victims of a serious crisis. In employer communications, it does not matter whether the crisis is self-inflicted or not, or indeed whether it is man-made or the result of a natural disaster such as an earthquake. It is still necessary to display concern for those involved.

In some cases the outcome of a crisis that employees are liable to disciplinary action or prosecutions for negligence or loss of livelihood by the removal of driving or pilot's license or whether essential qualifications.

### 10.3 CRISIS MANAGEMENT

Every organization makes news and the best news has some element of controversy or conflict, tension and human interest. The media spotlight is on organization, whatever the sector and whatever the business. So the organization that finds itself in a crisis, whether perceived misdemeanors or causes damage to society, or environment is certain to create the headline. In talking the PR crisis, measures are taken at two levels:-

- 1) The top management should be involved directly in dealing with totality of the situation.
- 2) The task is one of communicating with media and other external publics to ensure that the public is kept informed and has access to facts throughout the period of the crisis. It is in the latter area that the public-relations department is directly involved. There are several actions which need to be taken and which have been referenced:-

- 1) The preventive measures
- 2) The contingency plans
- 3) The actual operation

1) The preventive measure has identified in the form of known unknown crisis or unknown crisis. When we just do not know when a crisis will occur, it is called as known unknown or when we know that the crisis are going to be happen, but we just do not know when the unknown crisis will occur, it is called as unknown crisis. Calamitous events that had not anticipated by anyone. The preventive measures involve constant review of safety measures and internal communication emphasizing the prime importance of safety. The contingency plan will associate the provision of an alternate control center which can be used when access to the organization's normal office is not possible. The contingency plan would require the establishment of a control center away from organization's premise through this control center measures must immediately be started to give relief and maintain a flow of information to the media and external publics, as well as, to the employees. It will require maintenance of a list of numbers of key management functionaries so that communication between the top management and other levels of the management will not break down. The PR should maintain continuous liaison with the control center. It must also provide feedback to the control center from the media of external publics and of employees. The content of communication campaign and the forms of media to be used will vary. The emphasis should be on briefing the press and keeping it informed and on finding suitable channels of communication through which the employee can be kept informed of management policies and on the progress of negotiations. The actual crisis is concerned to the organization that development following the unprecedented or never known before. This type of crisis is quite unusual because a disaster has never before taken place. There are three advance occasions that represent effective PR crisis management.

- 1) Take steps to prevent a disaster before it occurs.
- 2) Establish stand by measures should an emergency happen.
- 3) Design programme to recoup company's image.

- 4) Designate an authorized company's spokesperson.
- 5) Provide information on personal qualities of the families involved as quickly as possible as facts can be verified.
- 6) Refrain from speculation on a subject.
- 7) Take the initiative in informing the press if they are not already aware of the situation.
- 8) The basic statement should be available in printed format and also for electronic transmission.
- 9) The statement should update frequently as more information become available.
- 10) Demonstrate your concern and give reassurance.
- 11) Let people know where and when information will be available.
- 12) Direct people to the company's website for more information.

#### CRISIS MANAGEMENT STRATEGY

To decide the strategy of crisis management, first of all there is a need to examine the nature of the crisis by con question:-

- a) Fundamental problem
- b) Organization fault
- c) Is there an inherent weakness that makes company vulnerable.
- d) How can correct this?
- e) How can company prepare for a similar situation.
- f) What is the worst case scenario?
- g) What will the target audience think?
- h) What are the timing implications?
- i) What are at stake regarding company's image.
- j) Can the crisis to company require to take now and who will take it.

#### COMMUNICATION STRATEGY

Communication strategy should decide with the action plan by the following direction:-

- a) How proactive \ reactive do company need to be.
  - b) What targets do company needs to communicate with?
  - c) What media need to be briefed
  - d) How do we do it?
- written \ email \ web cast \ press conference, one to one press briefing

It a press conference packs containing the following:-

- a) Current statement
- b) Backgrounders on the organization including history aims, objectives, major documents ( e.g annual report) financial p
- c) Policy statement
- d) Biographies of spokesperson and other board directors.
- e) Visuals if required or request for photographs \ video.
- f) Digital photography – e.g. sites- product,
- g) Video footage.
- h) Consider extra resourcing need for the crisis headquarter including staffing to cope 24 hours seven days a week.
- i) Keep employees aware of development as their occur.
- j) Staff should be briefed as for as media.

#### 10.4 GUIDING PRINCIPLE FOR CRISIS MANAGEMENT

Crisis management is about seizing the initiative – taking control of what has happened before it engulfs the to manage crisis is the key to corporate survival. Taking action in a crisis can be fraught with risk. A strategy is needed define a situation as a crisis, when to take action and to work with others in solving the crisis. Therefore the guiding management.

- Make a positive attitude towards crisis management.

- Bring performance all over the organization into line with public expectations. Develop credibility through successful behavior.
- Obtain and act on the opportunities during crisis.

#### APPROACH TO MANAGE THE CRISIS

The following approach may be used in the crisis:-

- 1) Existing situation which have the potential to become crisis.
- 2) Crisis which have beset the company in the past
- 3) Planned activity

With the above said approach, there may be a need to catalogue the area of risk. From this point it becomes the logical series of steps which need to be taken in the crisis management planning process.

#### PLANNING FOR A CRISIS

Advance planning makes it more possible to concentrate on the actual problem when it beaks, and provides a Every organization should have an effective crisis management plan. So, planning for crisis management may be framed

- a) cataloguing potential crisis situation
- b) devising policies for their prevention
- c) Formulation strategies and tactics for dealing with each potential crisis.
- d) Identifying who will be affected by them.
- e) Devising effective communication channels to those affected so as to minimize loss to the organization's image.
- f) Testing everything.

The first step is to identify the potential for a crisis which could affect the organization PR should looked at have thrown up a number of matters capable of developing into a crisis.

Employees are and important factors during the crisis. They are always most sympathetic and most critical sympathetic simply because knowing the business. Yet they may be critical because they know the organization better than

Organization should always have a core, team of people senior members of the operational financial, legal functions, with a responsible executive director in charge. The following steps are necessary for preparing a plan for an

- 1) Identify issues which could escalate into a crisis.
- 2) Creating a management team along with the services of specialized consultancies mainly PR used who can be investigate the problem, providing recommendations which include training for management and staff to cope with the
- 3) Identify key audiences and be ready with communication targeted at these audiences during the critical early days of
- 4) Will crisis be operated from head office or from a remote location? Some organizations centralize and have a line function in branch offices.
- 5) For accidents and incidents, practice emergency procedures, possibly having consultant to help.
- 6) Ensure that anyone likely to face the media has the essential training. He/she must be able to understand that what know and why.
- 7) The senior management of the organization should be encouraged to live within easy reach of head office.
- 8) Provide guidelines on crisis management as well as corporate viewpoint on major issues along with phonenumbers those who involved with this work.
- 9) Additional support for press, customer and personnel department.
- 10) Provide updated information as the situation develops and more information becomes available.
- 11) Use the fastest means of communication available, with circulars, electronic mail, telex or facsimiles and bring information internally and use a two-way communications to update the media. When providing information to the to give the priority to the leading newspapers and TV channels. To manage and contain the crisis three separate teams
  - a) The core committee
  - b) The crisis control team.
  - c) The communication team.

#### A) THE CORE COMMITTEE

This will comprise main board directors whose role is to take the high ground of the crisis. Members are grouped together. Each team member must be assigned specific, individual responsibilities for the handling of crisis. The core committee should have an alternate in case someone is away. The team leader must chair regular information meetings with the entire team member. The core committee probably located with the head office to help the crisis control team work.

#### THE CRISIS CONTROL TEAM

The second team to come into play is the crisis control team, responsible for the immediate 'hot' response. The crisis team will be located at the site of the crisis to help the core committee constantly updated with information.

#### COMMUNICATION TEAM

Communication is an aspect of the management function is generally given a high priority in the situation. It is essential to keep updated background information packs about the organization and each installation or part of the organization potentially at risk. The communication team should include colour and black white photographs, diagrams, notes on the organization, business duration, and description, names of key executive and safety records and practices.

All these information's enable to the media to begin framing the story they will later write or broadcast.

#### MEDIA CENTRE

To set-up a media centre is an essential part of handling the crisis. If it is not possible, those, press conference should be held on company premises. Will provide opportunity to tell its own story once or twice a day and to correct misstatements by media people. The press conference site should contain external telephone lines, fax machine a large diagram, visual aid material, background information press packs, refreshment (not alcohol), adequate security. For the success of press conference is required the following useful tips:-

- 1) Permit those who have specific knowledge of different aspect of the incident and insure press conference by a company executive, who is a good communicator.
- 2) Place a time parameter on the conference. It should not less than 30 minutes. End the conference at the decided time.
- 3) Issue a new press release at conclusion of the conference.
- 4) Arrange one to one television interviews after the conference.

#### MEDIA CALLS

Incoming telephone calls from the media will far outweigh the numbers of reporters able to get the site. Therefore, designate a media telephone response room equipped with sufficient handset and its own dedicated telephone number. This number should be issued via the wire services on the site of emergency. There must be a constant flow of information from the crisis management team to the media responders so new information may be constantly accessed and passed on the media.

#### CALLS FROM RELATIVES

This is most important area crisis communication management. It is one of the most complex and sensitive communication response. Many companies family member should be identified in the crisis or accident.

#### EMERGENCY PUBLIC INFORMATION CENTER

It comprises a set of rooms only in a crisis situation. In companies, the relative response team need a designated meeting room equipped in the same way as the media responders. A separate administration team should deal with logistics of getting family members to the hospital. The company will also require ensuring company representatives at hospital to assist family members.

#### THE NEWS RELEASE

It is a key communication tool in a crisis situation. News release presents the organization's official position and may be used for indicating statements from senior management on how it is 'realizing' about the crisis. It should be issued quickly and fast throughout the crisis time. A press phrase with time and date will enable journalist to keep tabs on the chronology. It also helps in attaining a consistency of message from all those involved. Press statement should always declare name of crisis, location of crisis, details of fatalities, details of injured or affected, details of areas affected, impact on the environment.

taken for public or customers, statement from senior manager expressing regret for crisis and compliment for those in the emergency. It includes details about follow-up investigation and reminder about site's safety record.

#### INFORMATION FOR EMPLOYEES

In a serious crisis it is important to keep employees well informed about the situation and its impact. Employees should not receive crisis information via media because employees are the ambassadors of the company.

They should have access to company press statements prior to release the news. It can be kept informed by letters from senior management or printed newsletters keep them updated regularly. There should also be a policy in place that it is not the role of employees to talk to the media about the crisis. There is a need to convince the employee to say that they are the person to help with the enquiry and media should contact the press office for the organization

#### THE ROLE OF THE CRISIS SERVICES

The police: - the police and security can be of enormous in crisis of a physical nature. Ideally, the police should be accompanied by a senior company representative so immediate assistance can be offered to the close relations. The police should be present at the scene of the accident, to maintain order and provide first aid. When survivors arrive at the hospital, or relatives and media reach at the place of the accident, to maintain order and provide first aid. The police should be helpful to organize traffic flows, establish meeting points, make secure the scene of the incident and organize appropriate services.

#### THE FIRE BRIGADE

The fire brigade knows Ned as emergency services in the crises situation. It should well communicate the situation that happened and about the action. The key is to ensure message properly and in time, the crisis team should deep in relationship with the fire brigade o relationship are maintained and roles defined.

#### LOCAL POLICE

Company site managers should keep in regular contact with local police company site officer should make arrangements with local police.

### 10.5 REVIEW OF CRISIS MANAGEMENT

The key to crisis management is crisis prevention. A comprehensive contingency planning can minimize the damage caused by a crisis and a review of open communication can minimize a loss to integrated and personal image. The review of companies – whatever their sphere of operation- to regulate their activities so the opportunity of crisis is controlled and help by offering professional counseling. It is found that surviving a crisis provides number of chances for the company to recognize itself to ensure it never again obtain itself in a similar position. It can provides a running point in organizational opportunities to establish an image of the company.

#### PRECEDENT OF CRISIS MANAGEMENT

Crisis by their nature reduce the time span available with the organization. So, we have to come out of the crisis would either solve or intensify the crisis, and which can be an earlier event or action that is taken as an example to be followed in the future with the following points:-

- 1) As stress increases in a crisis performance worsen.
- 2) Inadequate performance is directly proportionate to the complexity to the work.
- 3) Behavioral patterns change during the time of intense stress and move towards simplistic and basic forms of behavior.
- 4) As stress improves, we recommend to as “displacement vision” or “tunnel vision”. One tends to avoid the complex and side effects.
- 5) In the situation of crisis, communication is minimizing likely to be accept as you had planned it to be.
- 6) It should keep in mind that freedom of the is possible but redom from the media is a false idea.

### 10.7 key words

Logistics: the organization of supplies and services

Designate: appoint to a position

Precedent: a previous case serving as an example to be followed

#### **10.8 SELF- ASSESSMENT QUESTION**

1. What do you mean by crisis management?
2. Discuss the various guiding principles of crisis management?
3. What is the Importance of handling media during crisis?

#### **10.9 SUGGESTED READINGS**

- 1) Chase, W. Howard (1984) Issue management; origins of the fullers; sue action publications Inc, Hess burg, Vir
- 2) Kinsdorf, Marion (1990) "crisis management" Public- relations journal, March.
- 3) David, W. Wragg, (1992) "An introduction to public- relations, oxford, U.K.

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<b>PUBLIC- RELATIONS IN PRACTICE</b>	

## **STRUCTURE**

- 11.1 Objective
- 11.2 Introduction
- 11.3 Media relations in PR
- 11.4 Managing News and Features
- 11.5 Summary
- 11.6 Key words
- 11.7 Self assessment question
- 11.8 Suggested readings

### **11.1 Objective**

1.1- The objective of this chapter is to highlight the aspect of practice of public relations because the role of PR practitioner is becoming much more sophisticated and demanding. This chapter will concentrate on the day to day issues of public- relations practice and management rather than academic theory. It highlights the various aspects of public- relations I.E. marketing communication, media relations, internal communication, community relations, financial public- relations, local government and government PR, business to business communications, along with public- relation for non commercial organizations. It also emphasizes or sponsorship and environmental PR. This lesson gives you an overview of all the major functional areas of PR. This lesson provides a good insight into the role and practice of PR within organization.

### **11.2 INTRODUCTION**

The job PR profession is becoming more practical oriented, sophisticated and demanding as the contribution of communication is being increasingly recognized as challenging to any organization. Because PR still has a great deal to do to escape the clichés that surround it, and to gain the respect that such a complex and powerful profession deserves but it is on the way. Presently, there are no young people coming into the PR profession who are equipped through training and experience to take their place with fellow professionals. The skills required to act and advise as a communication professional are of the highest order, and transferable into any position within any organization PR.

Practice of PR covers so many specialist areas. This PR profession needs both the focused specialists and there is plenty of scope for both. Marketing communication a use of PR that must commercial organization employee quite extensively. Internal communication, a vital means to motivate and inform. But staff, community relation rapidly finding its place as a powerful weapon for those taking corporate responsibility and some time seemingly impenetrable areas of public-affairs ( government and govt PR) Besides these, the sponsorship also working well any give read added value to PR programmes. There are some well known areas of the work of PR. Business to business PR work often goes on quietly behind the scenes, but has a major effect on the bottom line of the company. Now a days the non profit making sector are also utilizing PR in powerful, cool, effective campaign that have spear headed social change and raise corers of rupees for worthy cancer. Even legislative and people led demands have requires organization to take environmental PR. It explains why and now environmental PR can be positive asset, not just a neussity for look ahead 'companies'.



### **11.3 MEDIA – RELATIONS IN PR**

Media relations are the most important aspect of the practice of PR. It is a new concept instead of "relation is a broadly based activity offering more than just media relations although, one cannot escape the fact that media relations is important in PR practice and could be fairly described as the single most important element in overall PR mix. It is found that handled well media relations can be precise as advertising in reaching the target audience for more persuasive and, as a result for more cost effective. Media contact of a more direct and personal nature is essential in any effective PR programme. The role of PR person is to be able to handle enquiries, providing information, and discussing the background to a particular development. The PR function knows exactly what particular journalists will find of interest.

PR person should be present at all such contacts and then are several reasons for this. Firstly, the PR person can provide guidance and support. Secondly, PR person can ensure that the rules what can or can't be quoted will be followed by the both parties Thirdly, interviews, especially with the senior person act as a briefing for the PR function, updating what is going on, and also on just now for the organization is prepared to be quoted on a development. Fourthly, PR ensures fair play for both parties,

Finally, PR people understand the mood of the mood of the media and organization for which they are working.

#### **ESTABLISHING RELATIONSHIP**

The PR function must fully understand the business, whether a commercial organization or some non – commercial activity. The PR professional must also be aware of and able to understand . The philosophy of the organization and its strategy for the short, medium and longer term. It is also necessary for PR to be a part of executive or management committee taking important decision.

It is necessary to get the essential right so that media contact and indeed contact with other interested groups or audience can be handled efficiently. PR should be always carefully that media enquiries require and immediate response or as near immediate as possible.

#### **RELATION WITH MEDIA**

Mutual trust is the key element as best- media relationship PR should understand that interest of the media and of the organization are not necessarily the same. So, there are some following media events which makes relations with PR.

##### **(A)- PRESS CONFERENCE**

Definitely, press conference is best effective means to establish good media- relations. But conference is only suitable for a significant story. It is major events which might include announcing details of crisis, or demonstrating a major new product launch or announcing the financial results of a major company

##### **(B)- PRESS RECEPTION**

A reception is a very good idea if the news story is not strong enough but one can held sufficient senior officers for the press to feel that presence and the opportunity for an informal discussion with leading figures in the company is worth while.

##### **(C)- PRESS LAUNCH**

Some time press launch are useful for and interview or there is a time to met senior officers of the management. Such launch makes contact and good relations, in managing this type programme, there are some following need:-

- Contact them before 24 hours
- There should be record of who attended
- brief the invitees in advance about issues or interests

- Programme, should be will planner in advance. With time, refreshment, exact timing to start the programme
- Material for distribution during the function to the media man.

#### **11.4 MANAGING NEWS AND FEATURES**

News and features material the very essence of the work of a press office. The effective PR practitioner ensures that material is carefully targeted for the most suitable publication and, along with, telecast ion and broadcasting stations. A story which has relatively small impact nationally can often be of significance in local newspaper throughout the country, if a local aspect can be got , and that can be some thing as simple as attributing any quote to the local brand manager.

The need to time the announcement of a major story that it will have a better chance of being used or provide due prominence is also important.

Weekly local, morning daily, daily evening and Sunday newspapers all have different deadlines. A story which surfaces in the wrong newspaper at the wrong time can be paid less attention by other newspapers. Any story which breaks in a Sunday newspaper has to be very worthwhile indeed to appear on the Monday morning.

PR must have the authority to be able to hold back or even abandon less important stories if there is a danger of flooding the media or distracting them from other more significant events within a particular organization. So quality is important, and more important than quantity. There are people in PR and especially in consultancy who will programme a certain number of stories per month or over a year.

The desperation for media coverage, which one sometimes finds results in all manner of devices to ensure that a particular story does receive some attention.

There is no correct length for a press release- the correct length is as short as it is possible to be while covering the necessary facts, and perhaps adding a comment which humanizes the piece, adding best information which is the best handled through a quote than in the maid body of a released,

Local and regional newspapers will usually regard 500-600 words as a reasonable length, while the quality newspaper will go for 800- 1,200 words, and trade, professional and other specialized periodicals will differ in their requirements,

Most of all, managing news and features indicates looking for topical events one way is to ensure that product are brought to the attention of the media at suitable times of the year. Definitely, there are other ways of raising the relevance or topicality of a news items or a feature. There are several occasions when a PR can improve the coverage of a story.

A good photographic supplying one can help increase the amount of space obtained in the newspaper. Video clips, some background materials and an interview with a relevant expert or director, can also improve coverage.

The fastest way of reaching large numbers of newspaper, radio- TV and internal is to use a e-PR(electronic PR) services so that all receive information simultaneously on the printers in the office.

There are few things which should keep in mind by PR offices.

- Be aware about the news as well as good news
- Make the up date contact list of media and aware of the best contacts.
- Angle the story for various market segments.
- Deadline and publication telecasting and broadcasting dates for
- Organizing press conference and press briefing occasionally.
- Be aware of seasonal opportunity for certain product or series
- Be ready to collect feedback.
- Provide visual with a press release.
- Provide other explanatory material such as brochures etc.
- Some products or services, such as stage production, films, recorded muse, books and so on.

- Sample of product
- Provide a story with sufficient interest.
- Time- sensitive story must be reach in time in media offices.
- Additional material in form of background articles or features, interviews, photo graphic opportunity, recorded interview with audio- video.
- Contact name on any material issued to the media.
- Avoid clashing with major announcement with competition.

## PHOTOGRAPHY

Photography is an important tool of PR function. Many corporate need to have a good historic photo graphics library. Essentially photography is essential for the following applications:-

- To promote products or services
- To announce, and record, an event such as VIP visit or a factory opening.
- To maintain a record of the organization's progress
- To display and provide a visual record of the organisation's work and its achievements.
- To monitor application of the corporate identifies.

Therefore, PR must have control of the photography which it uses be it for annual report or employee communications or for media use. The marketing department meets the cost of product photography for PR use but this cannot absolve the PR department of responsibility for the direction of such photography. The marketing department to provide extra prints is not enough to ensure good, newsworthy, photographic material.

There are some following essential steps which involved managing the photography in the practice of PR:-

**STORAGE:-** Co lour photo graphics should be field in special plastic hanging wallets and black and white in hanging files within acid free wallets to ensure the survives.

**INDEXING:** - Every item need to be indexed and cross indexed by subject, location and date.

**CORTIONING:** - Every illustration should have a caption prints should have it patted, using non-destructive adhesive, on the back, while transparencies or negatives should be indexed against a caption.

**STOCK CONTROL:** - Well stored collection of photography helps to enrich the PR office- even the name, address fax and telephone\ mobile no of the photographic on the file should be maintain. Important, Photographs should be stacked separately.

**PERIODIC REVIEW:** - There should be review of the stock time to time so that the most important photography is replaced by more up- to-date illustration. The occasion of launching a new product on the opening of new branches or new policies or equipment of any significance introduced, photography will probably be taken and copies should be added to the photo library of PR office.

**HISTORY:** - To maintain the collection and record of the photography of the past of the organization will be invaluable in the future. Generally, every organization have a historical file or section in any photographic centre of PR.

## MARKETING COMMUNICATION

Public- relation plays a vital role in marketing operation, particularly with the four pw- product price, place and promotion. The discipline of marketing is getting the right products (goods or

services) in the right quantity at the right place at the right time and making a profit out of operation.

Role of PR in the marketing mix is very easy I.E. communicate key message to identified target group with the marketing network to influence buying behavior and thinking. For example IT advertising shows about the company then PR express what other think and say about the company. Actually, advt. and PR lies between paying for media space versus the use of editorial with implied third party endorsement to inform best recognition

PR practice is the discipline which takes care of reputation with the purpose of building establishing and influencing opinion and behavior. So, when reputation affects marketing, PR has key part to play in the marketing mix, and management function. It enhances external and internal relationship. It makes an important. Contribution to a company's competitiveness and overall market position. In this process, word of mouth creates a own level brand, customer loyalty, retention and retention PR can assist in such cases by supporting to shape the message to be carried by word of mouth , So the PR perform the following:-

- Make market scenario favorable.
- Improve share of voice
- Inform and educate the consumer
- Influence the trade
- Support a sales force
- Opinion leader
- Extent promotions
- Type advertising
- Exploit sponsorship
- Manage issues
- contain crises

Any match of above mentioned can be deled by marketing communication PR

#### - PR ACTIVITIES FOR MARKETING MIX

Planning is an primary process to implement the PR activities of marketing mix. It should be in the written form with marketing data and research based information about the brand, product, and services. It is marketing strategy and identified PR objectives and target group with available budget should be associated to the written document of public- relation planning in the marketing mix.

PR profession should ask the following questions in order to achieve successful understanding:-

- (1) Details of organization and its mission objectives
- (2) Specific marketing objectives of organization along with a copy of marketing plan
- (3) Addition ional market research such process of product distribution and delivery, customer profile- awareness and acceptance, potential consumer or target audience demographics or psychographics
- (4) Company\ product iterative
- (5) Other marketing communication initiative in any place e.g., advertising, promotion, merchandising, direct marketing, sponsorship etc.
- (6) Running image of company product
- (7) Customers views about organization\ produce
- (8) Characteristics\ special feature of your organization\ product
- (9) Media dealing:- receive, positive, central, negative, coverage. How much coverage organization receives?
- (10) Evaluation of the success of PR campaign
- (11) Comments of relevant personnel of the organization

Beyond above these other helpful information may be collected such as copies of previous media coverage, information lacerative on the products or services, competition and market research two

reports. Interactions with and on consumers fitting the target audience profile or media personnel within the target media may be helpful to PR marketing communication.

#### MARKETING INTEGRATION\ (UNIFIED MARKETING)

PR is a marketing mix can approve other marketing stream being used; it can be used, separately as the only marketing component. The concept of unified or integration with other marketing disciplines such as advertising and sales promotion, or running patrolled campaigns separately which do not tally with the other advertising programmes i.e. paid for media.

PR can also be used to external an advertising campaign by taking a celebrity appearing in the advertisement and using him or her product model or spokesperson in advertorial and editorial terms. Above the line advertising may be used to promote a product is sought to communicate product features and profits to discreet niche target group. PR can be used very effectively to potential audience sector cost efficiently and without alienation the larger overall audience. By using PR to target specific publication, an organization may be able to provide an additional promotional boost of its product to niche audience without alienating its broader overall target audience

#### -COPAIGN \ ADVANCEMENT OR PLANNING

Independent research helps to clarify the situation before a planning approach is considered. Focus group may be used for qualitative analysis. Research may also be carried out to test the validity of the brief or a general approach. For developing a situation analysis is a careful evaluation of the SWOT – strength weakness, opportunities and threats of the product\ organization – a swot analysis. It is a kind of balance sheet of the ratio from which the key messages and strategic approach may begin to be advanced. Strategy and approach should be always as simple as possible and with current status, future direction of the organization or its product

After the determination of overall approach, the campaign will take shape by identified techniques and strategy in a practical oriented creative way along with tactical recommendations with facts, i.e. market research, forecasts, trends, logistic research etc.

Marketing threats look all shape and sizes. PR has been used to type new products, events and new developments. Today's marketing professions release that PR can do much more than create flurry of editorial coverage which improve awareness and share of voice. PR in the marketing mix is becoming and increasingly sophisticated to which in a measured approach can be used to steer public- opinion over time to re- position the image of an organization create interest in or even build a pre- disposition to buy a or motivate word- of performance of PR in marketing mix continues to grow as its cost- effectiveness and ability to deliver measurable impact increases.

#### PRODUCT BEGINS OR LAUNCHES

When any product launches in the market there is a great need to create maximum noise and widespread media coverage for story or an interesting write- up. Thorough review of the market and study of competitors activity is an essential part to develop a programme.

Press material, together with the sample of product should distributed on an 'exclusive' basis to media man covering launching event and there should provide some filler material also for the even coverage.

After launching, a wide range of activities must be implemented immediately to maintain media and public's interest in the product until it went to sale and throughout the market.

#### GOOD NEWS STORIES

Should announced if newly launched product is a regularly, such as then signing of professional cricket player and heating a sexier in a professional cricket match by a cricket star wearing the shoe.

#### MEDIA PROMOTION

It should be in both print and electronic, offer the opportunity to win a product before they went to sale.

#### ONE TO ONE COACHING CLIME

It should held with selected media and contracted professionals players celebrities\ model\ to demonstrate predator's performance.

#### PHOTO SHOOP

There should be an arrangement of photo shoot by any celebrities, can use the product- this performance will helpful to create this feeling that the launching product is helping the celebrity also

#### DOCUMENTARY SERIES

Radio TV documentary series should be produced and may be aired a programme about the concept and development of product, focusing on the inventor of manufactures.

#### AD CAMPAIGN

The company can run an advertising campaign. AD campaign can make an excellent impact. The strength of third party endorsement via media coverage persuades to accept the claims made by company's advertising campaign.

The advertising's print coverage reaches in audience of million based on circulation figures and within minutes of broadcast and telecast coverage.

#### CREATING BRAND EQUITY

The communications professional or PR professional should be mind full of changing trends regarding target group 'mindset'. The following points should keep in mind by the PR professional:

#### CONSUMER ANXIETY

Regarding security remuneration, defensive expenditure or genius price, healthcare insurance, pension.

#### CONSUMER CONFIDENCE

It is related to consumer awareness today's consumer's increasingly expecting 'deals'

#### RELATIONSHIP

Networking with target group and society.

On the basis of above said point we can say that organization are being striving to recruit as many consumer as possible in brand and then increase that share of consumer. The following tools can be helpful to improve the equity: - (a) the company portfolio: - can be enhances through the product which includes other personal finance and services. This type of exercises increases the share of each customers spending.

(B) The positive media coverage

If company is launching any new product or services, then there is a need to use an independent tracking study undertaken by CARMA computer aided research and media analysis. It determines the favorability of media coverage. IT shows the cause and effect, tracking of proactive public-

relations practices and initiative against resulting editorial coverage. This attempts demonstrates a mark able improvement in the brand equity.

#### **PROSPECTS OF pr IN MARKETING MIX**

As earlier mentioned that the public relation role in the marketing mix is to communicate key message by public approves or third party endorsement. It defines target audience with market networking to influence buying behavior with casts efficiently

The role of PR in the marketing mix is a way in which PR in practiced may be changed considerably in future with the following market elements:

- Increasing complexity of the consumer and their requirements and demands
- Fast changing media technologies which are influencing and giving a shape the marker place
- Globalization of brands and marketing

The associating media will helpful to shape the career of marketing communication PR such media field of operation or diversification and globalization and interactive television and internet.

Today's the complex result of an action or event for public relations are various. Because consumers are quite aware and exposing with knowledge based- society cannot be exchange conflicting views or cannot be argued. There is only one way i.e. persuasion and only through the logic development may be adopt.

#### **INTERNAL COMMUNICATION IN PR PRACTICE**

Internal communication is best effective tool of PR practice. In the other words, we say that good communication is valuable motivator. Communication is an close attention concentration that helps to make teams, strengthen pride in working for a company and motivates public (Internal) to work that bit harder to beat compition. But the communication must be in live with strategy so that public has the proper framework to work within. It is a link between an organizations' compiling need for change and an employee's admiration need for feeling free from fear or anxiety with a secure way. It is found that sometime staff does not know what they are doing and why, they are doing and why, they are less likely to perform well.

#### **INFORMATION FOR PUBLIC**

Communication is a two way process involve sending and receiving or listening and telling of the messages. There are three main categories of the process of sharing the information:-

**INTERGRATED:** - build pride and belonging for the organization. Personnel feel proud to work for and feel good about company.

**CASCADE:** - Cascade communication is especially one in a series. In this process message pour downwards rapidly and in large quality. Cascade communicates objectives.

**PERSONAL:** - It is day to day encouragement and persuasion to achieve the desired target.

In the process of effective communication there is a need of all above mentioned three. It also motivates public to say their vision, thought about the received information. When public watch

management decision on their feedback the whole communication process make trust and credibility. And when it practiced the communication process became a right tool for developing the bottom line

#### **PRACTICAL SKILL OF COMMUNICATION FOR PR PRACTICES**

Special skill of communicate for the practice of PR is an essential need of this profession. Comfortable communication with the staff creates healthy environment in the organization. There are some following communication techniques. Which may be used in the practice of PR?

##### **- FACE TO FACE COMMUNICATION:-**

For the analysis and study of the attitude of public and employee, face to face communication is most suitable techniques. It is always admirable.

##### **- TEAM MEETINGS AND LARGE GATHERING**

Through the team meeting and large gatherings staffs have the choice to listen to, and ask question of a senior manager to facilitated focus group meeting provide staff the opportunity to provide feedback.

##### **- HOUSE JOURNAL**

House journal is a best effective medium of internal communication in practice of P.R. articles, write-up in house journal, will be create positive situation among the public videos, audio-tapes, are easy to listen on the way to work. Actually, there is a need to be tailored to the individual of not just- the company but also the basic communication principle timeliness, openness and honesty.

As communication is a shared resource. The success or failure of communication rests with the whole organization, with the support from the person at the very top.

#### **COMMUNICATION AND LEADERSHIP IN PR. PRACTICE**

Communication is a line management responsibility and that communication is a two-way-process between staff and management. For a long established and reputable international business the leadership communication deals with how in general marketing business and in particular internal communication from being soft option to a strategic imperative to help turn the business round

The commitment and motivation of people both work for the organization. Where knowledge and understanding of performance provide the motivation, where returns and the need to manage costs were accepted as the day-to-day way of working for everyone in organization, from driver to or peon.

Any highly developed and decentralized organization, it needs to understand its local customers also.

##### **PREPARING DESCRIPTION:-**

There are three important factors help to prepare a description or background for internal communication of company.

**FIRST FACTOR:-** The cultural change process also a

##### **SECOND FACTOR:- RESULT OF GLOBAL OF ATTITUDE**

A second factor support to make the ground is the result of a global attitude sunny. When company asked its employee where they willing to get information regarding their jobs and their company definitely the answer will be "the Boss". This view is echoed in the attitude summary of most companies. Although it a high time of electronic mail, but people still want to hear that what is going on from their bosses.



### THIRD FACTORS: MADE IMPERATIVE

It makes vital importance for change in the communication for company. The impact of technology also play and significant role. Today's most staff of every company has access to personal computer. An electronic technologies and hence to e- mail. People around the word with gossip, reunions in real time. So the PR practitioners and their communication proussers have to change. Even e-mail is a very powerful too. This cannot be ignore and has to be managed as part of the communication process of the practice of PR.

### MARKETING POSITIVE ATTITUDE

The following points must be considered to make positive attitude among the public:-

- The dialogue
- Communication
- Expertise of company

### HOW TO MAKE POSITIVE ATTITUDE

Good communication makes good attitude. Attitude and techniques based these following tips should be followed by individual manager's.

- 1) Upward feedback and appraisal.
- 2) Open: thinking, i.e., openness, personal impact, empowerment and networking.
- 3) Communication network
- 4) Global communication network.
- 5) Communication plate form.
- 6) Task force : identified best practices
- 7) Communication with staff.

### GUIDELINE OF POSITIVE COMMUNICATION

Communication process in PR practice varied from country. But who did what and where must be considered in the process of positive communication: with the followings:-

- Executive spends full 50% of working time communicating with his\ her staff.
- A small cross – section of staff aver a lunch\ to find out what is going on their mind.
- Invite small group of key middle managers to meet on an informal basis for discussing communication issues.
- Formal monthly meeting :- In the meetings first to appreciate the chance to be together and discuss about what was going on outside their inside and immediate areas
- Make your own cosidental communication also
- Consultation between management and PR professionals
- It is a virtuous communication circle.

Therefore, to facilitate an open timely and balanced two way communication process in which messages about company and its objectives enhance company's ability to perform is the role of PR professionals. Actually PR profession is to help management. They have to facilitate and perform in the best way. Because communication is soft issue in any organization today's many companies using a variety of following communication tools of eternal communication i.e. regular meetings, lunch – meeting because journey audio programme awards, feed- back sunray primary too is meetings.

### RELATION WITH HUMAN RESOURES

Strong relations between human resource and PR professionals are being forged because both are essentially helping staff for management. Good PR should be always ready to listen the staff that what they are saying is at the heart of upward feed back and appraisal. So, the HR and PR professionals are joining forces to help coach train and counsel managers in these vital skills  
A couple of good PR communication practices are implicit the message in the following:-

First- Communication best practice of being short, simple and memorable,

Second- Use consistently: - Again and again to staff, city, and media – person

Third- Repetition:-Use head office jargon,

To perform the above mentioned there is a need to form a team of PR professionals and live-management. They have to work closely with each other and with their colleagues to enhance the company reputation and to build image. It takes in employees and financial analysis, the media and the environment lists

Actually communication is one of the three skills management must practice the other two are coaching and visibility employee communication also is the “not button” the group needs to press to continue delivering performance

The best practice of communicates are found following.

- Use face to face communication (with training). It is primary method of communication.
- Involve professional’s communicators to deliver the message in the appropriate way to various target groups and to provide feedback
- Identify and communicate a positive change.
- Co ordination the timing of communication too staff.
- Avoid speculation.
- allow maximum time for public to talk through whatever they want to talk about
- Communicate with staff in a clear, honest, consistent and timely manner.

COMMUNITY RELATION  
PROGRAMMS OF COMMUNITY RELARE  
EMPLOYEE PARTICIPATION  
SUCCESS OF PROGRAMMES

COMMUNITY RELATION

Community relation is a series of mutually been facial business partnership with one or more stake holders, which enhance good corporate citizen partnership can on either a local, regional, national or international all community relation programme have measurable impact on the overall perception of the company, by eternal and internal public

The PR professionals who are expert and capable to demonstrate the achievable benefits of the community relations stream and can present the added value of such a programme to a company’s overall business objectives

Most of the companies now aim to maximize community programmers by adding value companies are now feeling the benefits os associating their staff in deciding how the community should be supported and which activities will from the key focus centre. It makes opportunities for association, personal improvement, pride in supporting the local community and boost up morale, as employees realize that their help is valued by both the community and the company. A community relations programmes can benefit the organization in two ways. The first is by education based sponsorship. Which create awareness in local schools and or are linked to the national curriculum which helps establish a company as desirable employees with resultant

potential recruitment opportunity. Secondly they can provide opportunities for employees to develop their skills by working with local school.

Community programme can help to focus the support of the local media MPs and other key opinion leaders system of community relations programme

The systems are usually being used in community relation programme is based on a combination of sponsorship, targeted donation, awards hospitality, employee volunteering, use of facilities, seminars associate links with various field such as arts, sports, education, the environment, occupational health along with safety, charities , heritage, senior citizen, underprivileged group, youth, disabilities and many more categories.

Similarly, company can work with partnership with the local community also to aware against crime, feticide especially among its employs.

Community relations are consistently delivering messages to key target audiences. It can also have a direct impact on media relations, investor relations, shareholder communication strategies and many others. It is therefore both about just nice to people or helping the local community. This is a consequences of the programme but the concept is based on the following:- (a) commercial principle of research (B) vision, (c) strategic objective (D) tactics,(E) analysis and evaluation and communication skill with key audience.

#### DEVELOPMENT OF COMMUNITY RELATION PROGRAMME

A regular media contact programmes should be established to maximize all future publicity opportunities. This can be a local, regional or national scale, involvement broacher, community newsletters, appropriate photographs, and exhibition can enhance the community programme.

#### EVALUATION

Community programme is usually measured by the following key indicators:-

- 1) Publicity achievers
- 2) Employee feedback
- 3) Value for many
- 4) Creativity
- 5) External benchmark
- 6) Appreciation
- 7) Preparation of opinion former

#### ASSOCIATION OF EMPLOYES IN COMMUNITY PROGRAMME:-

The company in courage employees to become associated in the local communities. It can be perform by the followings

- Preferential treatment
- By the reward and recognition award presentation
- Award presentation
- Employee volunteering
- Committee membership

#### FINANCIAL PR

Getting the right messages to the right people at the right is the essence of success. The great PR strategy in the world can succeed if the management of the company are doing their duty perfectly and recognized the significant role that communications has to play in any public company.

Financial public and corporate relation people, however successful should keep in mind at all times that they are only part of the communication process

A good PR campaign is one that is effective, not necessarily one that gets noticed. Financial PR may require more discipline and more technical knowledge. The most aspect of communication activity, It also needs to be every bit as creative as the most sophisticated consumer PR.

A new company flotation requires a different financial PR campaign to a company presentation of results or a new stock market listing. However, there are a number of key points that need to have been addressed before embarking of any financial campaign:-

- Objective of the campaign with preferred time scale for achieving the objectives
- Identified key strength along with core of the camping message.
- Identified weakness of the company and its management to develop a communication plan.
- Identified spokes person, who properly prepared and trained in media- management for presenting the case in front of media
- Coordinated and well linked PR and marketing activity released by the company
- Will planned format of events which matched with company's financial colander along with rules and regulation of stock exchange.
- Methods and process of evaluation of campaign.

#### IMPORTANCE OF FINANCIAL PR

As already mentioned in this lesson that corporative and financial PR is interlink to the extent of often being indistinguishable. An organization's corporate image and that of its management is the basic foundation upon which financial PR is built up financial PR can, not be totally separated from the consumer and business to business PR carried out by any company. Therefore the quality and reputation of a company's services and products cannot be separated from its corporate image and the way it is seen by its financial audiences.

Political and govt. affairs activity has also to be closely coordinated with financial PR activity. So, today's financial PR is an area where professional knowledge and skill are needed by every type of company.

The communication strategy devised by management and the In- house PR director ensures an understanding of the company's business strategy and its objectives of the company's business strategy and its objectives of highlighting its somewhat diverse business

**STRUCTURE IN- HOUSE- PR DPTT :-** The in – house PR department has set up to both manager media- and investor relation in a coordinated way to develop an understanding of the company's opinion leader whether they are journalist , investment analysis institution fund managers. The department of eight or so people divided the work into three main areas- media relations, investor relation and the rest including internal communication, events and publication. The director PR looks on the responsibility for investor relation with one or two media- relation expert. They perform all PR function, including handling of a press office. Their major job an advisor to the chief executive and finance director.

A perfect PR and a person who well knows the nature of PR, he\ she already has a good reputation and who did not disappoint shareholders.

#### P.R WITH GOVT AND LOCAL GOVT.

Public – relations is a need to ensure that the organization's aim, philosophy and motives are consistent, both in terms of the way in which the organization performs with its external markers or identified target group and the way in which its internal activities reflect the organizations are objectives

Public- relation is know Ned as a public- affairs also. It is not an exact science. But there are similar methods to consider in the public- affairs process when looking to government at central and local level for support. Actually support will not be forthcoming without knowledge and knowledge is derived from information via research and campaign planning. Such knowledge

will also need to be communicated, shared debated and agreed upon if that essential ingredient to aid success. In the other words, we can say that effective PR is a name of successful public affairs. It has ability to understand and influence opinion which determines it.

It is essential therefore to have a clear vision of what is trying to be achieved what the strategic aims. Who are the potential audiences, identifying the important messages for key people and effective way of achieving and maintaining contact with public.

The range of activities expected may be planned of those involved in public affairs with the of communication with govt and local govt, media relations, community relations, advertising, issue management, investor relation, staff communication, corporate publication and conferences, seminars etc.

The overall objective in any campaign must be to build support for PR activity.

#### CENTRAL AND LOCAL GOVT.

Today, everybody is exposed to in the system of central and local govt. increasingly, non-elected bodies, trusts, and so on are responsible for running what we consider to the public- semis, such as these associated with education, health and water. In the democratic system of govt though sometimes complex, still remains in Emmy of many countries. As PR practitioners however, should know its function and means of access.

GOVT:- It is very much difficult to identify the running govt department and shape and size of its cabinet since change can be occurs literally overnight. The media will able to identify the new structure of govt or a shift in ministerial right and duties occurs

The role of govt via the particularly processes remains constant to legislate, regulate, actually govt is playing a significant role in the country as a prime employer and a major customer. Today's extra lives of communication with govt have resulted

#### OPPORTUNITY TO APPROACH

Making relation with govt has become an industry all of its own. There are number of lobbying companies which will claim as part of their services to have the right contact or to effect the right introductions

Research and making the right relation with international, national, regional and local govt will provide more productive outcome. There is a need invest more time to key influencing figures .It antipode the attitude of public towards the issue.

(PR should use own influential figure for effective introduction he\she should)

(Start at or near the top of the organization to be targeted. In this process there is great needed to assigned a senior- in- house person to make contact and to lead the campaign? PR should develop a good rapport with those outside the organization who can help or advise you.

Meetings with ministers, civil servant and dialogue with them may assist the Pr efforts. It gives a point of contact a starting. The govt has its own PR officers who act as spokes person for department and are part of the govt information service and are therefore at the center of "official" govt activity.

LOCAL MEMBERS: - PR should contact with local MLAS's opinion leaders. Because contact with local leaders less complicate than contact with the ministers freque4nt visit and correspondence with them can make a long term benefit for the PR relation for local. It is important to remember, however, that correspondence or letters play the role of persuasion of public- affairs activity pressure negotiate and open up other cane

of communication or potential support will be invaluable in the long term. In these case detailed knowledge of the particularly process party documents, policy papers, can help to strengthen the

PR affairs with local and central govt PR professionals should assist the MPs and MLAS make the key points in debate, a letter to a newspaper or in a speech.

Underlying all of this activity is some guidelines about gaining opportunity to approach:-

- Make the right target for communication
- Make relations in a professional way.
- Do it at the first opportunity, but identify any politically important time such as in the election duration
- Frequent relation with flow of information

Therefore, It is better to have make a rapport, earned an image for credibility , demonstrated a reliable voice by simple ensuring your public affairs or public- relation, It should be carefully planned, managed and sustained overtime.

**LOCAL GOVT:** - Local govt is an important organ of democratic system of representation. As represent their constituents in parliament, so the local public has the opportunity to elect MLAS or Mayer, along with member of municipal corporation and broach to make decision on their behalf on those services provided by local authority.

**GAINING ACCESS:** - It is not essential that every authority will able to appoint a professional PR officer with whom to establish relation for advice, virtually all will publish their own leaflets or newspapers. Take comprehensive entries in the telephone directory issue citizen's charter information centre in public offices such as libraries or services reputation area such information may be the foundation of effective PR for corporation sector,

Local govt is generally speaking much accessible to the public than central govt. Municipal of and punchayat, s offices and services are in the locality, with their committees- where the decisions are taken- open to the public. So there is need to be considered and important target for information and potential alliances in public- affairs activity. In this reference the following objective and group should be identified:-

**Objective:** - To raise public awareness through media

- To persuade the govt
- To press the govt to provide distinctly by introducing a new concept in the local and central administration system.

**THE GROUPS:-**

- The public
- Opinion leader in local central govt
- MP's, MLA,municipal member and its officials
- Other chief authorities of administration
- The media

**IMPLEMENTATION**

- Informed. Constrictive, positive and supportive approached through media
- A feature article about the research
- Press conference
- Employees should kept informed

According to the above mentioned points the scope of public- affairs is widespread in today's communication- led- society. The public- affairs strategy must be sufficiently robust to with stand such scrutiny and the organization's care philosophy and its personnel will be tested.

## BUSINESS TO BUSINESS PR

Business to business PR is based on the customer demand. In many areas of business, customer services has become a marketing tool public relation naturally enough is a valuable tool to help achieve the end, although in the business to business environment it's going to take more than just public- relations to achieve your overall goals

## PR WORK FOR BUSINESS

Business to business trade press coverage can be a fickle thing and is unlikely to give a clear vision of just what customers think.

Tracking results in the trade press and key issues will help to give an idea of trends but PE should have to assess customer perception reality to have a clear idea of what they actuality think. Tracking like this also helps to define the PR goals.

The trade press is worth taking a closes look at not least because in the specialist areas of business to business communications PR professionals in corporate a wide variety of styles and approaches. From the small dedicated one person operations to the vast established "industry bible". It is found that any national stories will stat their lives in the trade press PR professional should remember all communication internally should also reflect the organization's external position. So, business to business communication need to be seamless timely and have a goal that is measurable in more than just newspaper column inches or radio air time,

For example: - If the company has to make difficult announcement. Something that is not going to go down too will or may be an issue of potential embarrassment then the following factors make help for success: -

FIRST: TIMING:-

SECOND: - line of communication

- (A) Live broadcast: Radio
- (B) All available comm' channels
- (C) Other communication techniques: press. Radio letters correspondence good news stories
- (D) Press : good news stories
- (E) News letters
- (D) Direct marketing
- (E) Mailing list
- (F) Market research
- (F) A pre-launch
- (G) A constant feedback from clubmen's co- suppliers locally.
- (E) Internal poster campaign
- (F) Seminar

The above said are a well tried techniques for the business to business PR These techniques influence target group comprise local trading standards and local press journalists and industry representatives. Media coverage make positive and strong on right messages and handling is now part of the marketing media's annual agenda. In this referenced PR can help in the traditional manner through proactive media work and the protection of the company when under attack and by improving communication link with identified audiences, and working to develop new approaches to handling a company's key clients and influence with the following directions:-

- 1) Creative ideas with simplicity
- 2) Message with every communicational den ices

- 3) Successful campaign with best ideas with effective communicational disciplines
- 4) Join for us with other organizations with mutual benefits
- 5) Media coverage with measurement techniques I.e. perception views of the customers.
- 6) Top priority of the company issue and development

#### PR FOR NON COMERCIAL ORGANISATION

Non profit PR is the key ingredient of the organization. It is a highly motivated workforce.

For example a charity like help the aged is known as a non profit PR. The variety of help the aged's work for elderly people provides plenty of opportunity for proactive public- relations help the aged and like others a highly visible charity with strong local roots. This visibility provides plenty of opportunities for PR and promotions.

Non profit PR focuses attention on a neglected area or under privileged- the specific problems faced by concerned public for example. The company can provide transportation of the local level where important activities of non- profit PR take place indeed, advice programme with other group and charities provide plenty of strong local stories and raise local awareness.

PR can distribute free information and advice leaflets to aged person and their careers in every year. Because the leaflets attract media coverage because of their value and accuracy. The non profit PR various activities and event every year can be an award winning campaign which every the year later.

It provides the opportunity to tell a good story on a human scale. It proved successful in press and PR terms as well as provides a source of reassurance for needy public or community such as aged person. In today's climate of increased emphasis of community care, non profit PR help guard people's right to stay independently free as long as possible.

Non profit PR can take benefit by plugging into the growing opportunities in an application of new technologies for particular group or community non profit PR provides specialist advice and information services through new easily accessible. It channels even potential sponsors will helpful for attractive partnership with non- profit PR in delivering service to target group. There are some following point that should carefully consider in the non profit PR:-

- Research, statistics base clear message.
- Well planned campaign.
- Identified target audience

Tools of non profit PR clear tools such as conference, celebrity event, photo call, news release, advertisement or press conference

- Decide the most appropriate media to carry the message- either in national, regional, radio, TVs, magazines or may be in poster or leaflets
- Will briefed and trained staff with identified spokesperson.

#### BR AND SPONSORSHIP

Sponsorship indicates to the business and brand promotion in the modern world. Its impact has been famous companies are using their investment in and exciting new event to increase international awareness of the product and expanding the sales. Through the sponsorship, company tries to put the product on the map of the world. It creates special attention is the ironically, the origins of commercial sponsorship as we know it today are attributed to the arts. In 1931 the Philco company sponsored the Philadelphia symphony orchestra and established a trend that others were quickly to follow. But the boom of sponsorship came 30 years later, when the tobacco companies found themselves increasingly restricted in the intentional areas of advertising and turned to sponsorship to create awareness for a growing number of different brands. Today, sponsorship has its own rightful place in the marketing mix and is seen to offer specific benefits that neither advertising or PR alone can deliver to the majority of advertising agencies which



gave tended to view sponsorship as direct threat to their budget and profit, PR agencies have been inclined to see it as an opportunity to build business and help create a new corporate image for the client. In pursuing this line, PR agencies have expressed themselves to be not only more pragmatic, but commercially enlightened. The PR agency needs to guide the clients to set realistic publicity objectives for the duration of the commitment and deliver the highest possible profile through the appropriate media. The television, radio, national press or even local or trade journalist to emphasize the dynamic culture of the organization to its identified target group. The PR agency should follow the will planned approach and persuade the client to quantify the value of sponsorship from the outset- and creative public.

Definitely, the PR inputs is crucial in communication the sponsorship and its significance. Once it established, the sponsorship will need creative. PR support to keep it in the public eye on a regular basis

#### PR WITH ENVIRONMENTAL ISSUES

The past two decades of new millennium have seen a great improvement in public awareness over environmental issue. Today's, no of media are full of coverage with environmental angle, i.e.- ozone layer, destruction of rainforests, increases in radiation levels, industrial , air noise, and river pollution, population explosion etc.

Reflecting the increase in public awareness national govt are learning to address wide range of environmental issues through the introduction of new legislation to cover areas as diverse as improved effluent pollution controls to the protection of endangered birds and animals.

With the back ground of heightened public concern and ever-growing legislation, IT is essential for every commercial enterprise to be clear where it stands on the environmental issues which may affect its operations.

PR can play a vital role in the management process with two counts when dealing with environmental issues.

First: It is the platform which provides management with information and monitors changing public attitude to relevant environmental issues.

Second: It can give the environmental suggestion and skill necessarily to present the environmental policy of an organization and activities related to the target group such as chemical industries are in the environmental limelight more than others. The responsible care programme introduced a few years ago and adopted by many of chemical industry associations (CIA) members. They have activity encourage open communication with employees and the public on issues.

So, this is the right time with PR has to play an explanatory role. Effective public consultation can be achieved by undertaking research, holding public exhibition to visitors and generation positive editorial in local media

PR has a key role to play in order to explain the benefits of development versus any negative environments impact. They can also advise on the sensitivities of local environmental issues and on initiatives to offset negative relations by providing an environmental gain, e.g. funding a nature reserve, stocking the river with fish and so on.

The PR campaign associated with venture should be considered it generates extensive opportunities for imaginative photo- calls and editorials in national and local press.

School information packs newsletters and promotions on a continuous basis are the long term PR campaign. These succeed in winning a strong image as an environmentally sensitive multinational operation- as well as turning an environmental opportunity into a genuine business advantage.

Another initiative which can make successful to environmental PR is valuable publicity.

The culture 'of the management and staff should in tune with environmental issues a company can demonstrate their qualification and dedication'.

Constant media interest and publicity should be increase in various forms by PR. More emphasis on environment should be devoted in company annual reports by PR office.

### **11.5 SUMMARY**

PR is a more practical oriented sophisticated and demanding profession. Practice of PR includes so many specialized area where the plenty of scope. Media relations are the most important aspect of practice of PR. The role of PR is knows exactly what particular media will find of interest the philosophy of the organization should be understand by PR professional organizing press conference, press receptions, press launch sending news, feature writing feature writing photo grapy etc are make great help to establishing a good relationship with media. Role of PR in the marketing mix is very easy I.E. Communicate key message to identified target group with the marketing network to influent buying behavior and thinking internal communication in the organization. PR communication is a live management responsibility between staff and management strong relations between human resources and PR professionals are being forged because both are essential helping staff and management. Community relation is a series of mutually beneficial business partnership with one or stockholders which enhance the company's reputations as a good corporative citizen. Financial PR requires more disciplines and more technical knowledge. An organization's corporate image and that of its management is the basic foundation upon which financial PR is built.

PR is know Ned as public- affairs who look to govt at central and local level for support. PR practitioners should know the complexity of the central and state govt. Today's extra lines of communication with govt have resulted. PR should contact with local opinion leaders. Business to business PE is based on the customer demands. The trade press coverage can be a fickle thin and to give clear vision customer's opinion. Non profit PE is the key ingredient of any organization. It focuses attention on underprivileged or on neglected area. It provides the opportunity to tell a good story on human scale sponsorship indicates to the business and brand promotion in modern world. Today's, sponsorship has its own rightful place in the marketing mix PR has a key role to play in order to explain the benefits of development versus any negative impact of environment. It can play a vital role in the management process dealing with environmental issue

### **11.6 KEY WORDS**

Consistent: unchanging

Dynamic: characterized by constant change or activity

Anxiety: the state of being troubled and uneasy

### **11.7 SELF- ASSESMENT QUESTIONS**

Q1- Describe the concept of the practice of PR with suitable example.

Q2- Explain the role of PR in various interdisciplinary fields.

Q3- What is role of media in public relations. Which techniques should be following to establishing media relations?

Q4- What is marketing communication. How PE is working with marketing communication.

Q5- What do you understand by internal communication. How can a PR makes the international communication in PR.

Q6- What is financial PR. How PR works as a financial PR? Describe the importance of PR

Q7- Describe the PR with govt. What the various opportunities to approach with central and state govt.

Q8- Describe the role of business to business PR in practice.

Q9- What non profit PR. Describe the main point of non profit PR in practice.

Q10- Explain the importance of sponsorship in the field of public relations

Q11- Eliminate the role of environmental PR for making and image building of an organization.

### **11.8 SUGGESTED READINGS**

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