



# PUBLIC RELATIONS PLANNING

A Strategic Approach

EDWARD T. VIEIRA, JR.



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# Public Relations Planning

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*Public Relations Planning* provides students with an in-depth understanding of the steps involved in planning and executing a successful PR campaign. Taking a strategic approach to the subject, the author brings years of practical experience to the subject matter, helping students see how it all fits together in reality.

The book goes beyond an introductory discussion of the theory of PR planning, incorporating material from cutting-edge research in the field. A discussion of the psychological aspects of communication, material on in-house/employee communication, as well as a chapter dedicated to discussing how social media strategies fit into a PR campaign, give students a real edge when it comes to executing an effective campaign.

Plenty of global examples and a companion website featuring PowerPoint slides, a test bank, and answer key for end-of-chapter questions round out this excellent resource for students of public relations and corporate communication.

**Edward T. Vieira, Jr.** is Professor of Marketing and Statistics in the School of Business at Simmons University, USA.



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# Public Relations Planning

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## A Strategic Approach

Edward T. Vieira, Jr.

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I dedicate this book to my lovely daughter, Kelsey, who was my steadfast source of encouragement.

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# Preface

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*Public Relations Planning: A Strategic Approach* is a practical real-world based and comprehensive book about the practice of public relations. Industry standards, best practices, and relevant applied research and theory inform it. Each component that comprises a public relations plan is addressed to provide the reader with a clear understanding including many real world and hypothetical examples. Each chapter stands alone, but also provides an integrated approach to the process of public relations and strategic communication.

The book carefully presents the development and implementation of public relations strategy informed by a situational analysis. The strategy then guides tactical decision-making for communications with stakeholders through the development of action plans. The process focuses on an understanding of the issue, publics, audience psychology, and the importance of maintaining relationships with stakeholders in a cost-efficient manner.

Public relations has clearly defined itself as a dynamic and evolving profession especially in the digital age. Changes in required skills, ability to execute with new technologies, and the globalization and diversification of the business climate in the past few years alone illustrate the need to consistently examine and re-examine public relations skills and update them to plan and provide the expertise needed to effectively implement strategic communication campaigns, a fact that is increasingly recognized in the communications industry. *Public Relations Planning: A Strategic Approach* is a response to this challenge.

The book is designed for practitioners in training or students who wish to develop an understanding of the systematic process of public relations and knowledge of its interdependent and moving components. Each chapter contains a real-world vignette relevant to the topic discussed, end-of-chapter questions, and a developing public relations case that unfolds through the book. The appendix contains over a dozen case studies across various topics with an emphasis on international strategic communications. Online resources include PowerPoint presentations of each chapter, end-of-chapter answer keys, an exam and answer key, and case study instructor notes.

There is a substantial chapter on social media surveying the major platforms. The relatively low cost and ability to adapt to specific publics and stakeholders make online tools an attractive and important option for the public relations practitioner.

## Case Studies

The case studies are starting points and meant to represent real world scenarios in which the public relations practitioner has incomplete information and must further research an issue and its situation to make informed and effective decisions. The cases thus encourage

the reader to seek more information in addition to that provided in the case. The assignment questions start the critical examination, strategy, and planning process. Many of the cases are international. They are different lengths and different levels of complexity. Some cases have a global focus or take place in a specific country or region of the world. It is for the instructor or student to decide on an appropriate application, given the pedagogical goal.

## Chapter Summaries

The following are chapter summaries.

**Chapter 1 – Introduction to Public Relations:** Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their stakeholders. The exchange of ideas and free flow of information are fundamental to a representative democracy and capitalist economic system in the U.S.A and throughout most of the world. Accordingly, it is no wonder that the global public relations sector is a \$19 billion industry comprising roughly 48,000 firms and upwards of 2 million practitioners worldwide. This chapter is an introduction to this book, which focuses on public relations strategy and planning centered on specific issues or challenges involving various publics. There is in-depth discussion about what is a situational analysis, the development of a public relations goal and informed strategy, objectives, tactics that are the means to achieving objectives, scheduling, budgeting, and assessment.

**Chapter 2 – Professional Associations and Public Relations Code of Ethics:** Why are ethics of paramount concern in the practice of public relations? A 2013 study about ethics violations by the Ethics and Compliance Initiative found that 41% percent of employees surveyed observed misconduct at work. Sixty percent reported that first-line supervisors, managers, or senior executives violated ethics codes. Sixty-three percent of respondents reported that they shared the misconduct. In a 2017 Washington Post article, North American and Western European executive “resignations” because of misconduct, rose from 4.6% of all departures to 7.8%. In Brazil, Russia, India, and China misconduct resignations went from 3.6% to 8.8%. These alarming trends call for attention to ethics; codes of ethics and conduct; and programs that foster ethical behavior. This chapter reviews types of ethics including best practices for the public relations professional as put forth by the International Public Relations Association (IPRA) and Public Relations Society of America (PRSA). There is also a review of public relations professional associations covering their missions as well as the various programs and opportunities offered. The organizations described are IPRA, PRSA, the Public Relations Student Society of America (PRSSA), International Association of Business Communicators (IABC), Canadian Public Relations Society (CPRS), and American Marketing Association (AMA).

**Chapter 3 – Understanding Applied Theory and the Psychology and Behavior of Public Relations Stakeholders:** A keen understanding of stakeholders and how they attend to messages, process information, think, feel, formulate attitudes, and behave is necessary for an effective public relations campaign. The emotional, cognitive, social, motivational, and behavioral aspects of individuals are some of the different types of psychology that come to mind when exploring messaging appeals that influence individuals. Applied theory supported by research, provides the framework from which the public relations practitioner can understand publics. This chapter covers these important topics and the

major theories equated with them. The content builds an understanding through linking human psychology to public relations issue awareness, knowledge, and engagement as well as examining the potential for stakeholder advocacy and action. Through this understanding, the public relations professional engages in strategic communication that informs, persuades, and successfully mobilizes publics.

Chapter 4 – Public Relations Research: Public relations is about knowing the stakeholders, the issue, the situation, and building relationships with publics through strategic communications. This essential chapter provides an overview of research and touches upon types of research important to the public relations professional. The chapter also reviews key terms, public relations research topics, research designs, statistics in general, the importance of sampling and various sampling techniques, and key research techniques. The public relations practitioner uses research findings in several ways through the planning and implementation process including the pre-, during, and post-campaign periods. Information is garnered through the risk and issue management process (environmental scanning), from the situational analysis (defining the issue and identifying all relevant publics), and throughout the strategizing and planning phase. For the public relations practitioner, research has many purposes for internal organizational situations as well as external circumstances. In short, it allows for informed decision-making.

Chapter 5 – Situational Analysis: Defining and Understanding the Public Relations Issue: A situational analysis collects information relevant and necessary for the successful development and implementation of a public relations campaign. A key function of the situational analysis is to discover and sufficiently define the issue for the public relations professional. This chapter explains this critical function. The public relations issue is a problem or an opportunity, and sometimes both. Some issues are proactive based on advanced planning, and others are reactive requiring immediate attention in an environment of uncertainty as is the case of crisis communication. The situation is a public relations environment where the issue resides like a market for products, financial institutions, legislative branches of state and federal governments, and others. These environments define the situation for the public relations practitioner. Factors in a situation can operate to affect an issue or the issue can affect them. Sometimes more than one situation surrounds an issue. All these contexts involve the relevant publics and potentially other stakeholder groups.

Chapter 6 – Situational Analysis: Defining Stakeholders: A situational analysis collects information relevant and necessary for the successful development and implementation of a public relations campaign. A key function of a situational analysis is to discover and sufficiently define the relevant stakeholder groups for the public relations professional. This chapter explains this vital function. There are different kinds of groups. Their level of knowledge and involvement with an issue can vary among groups as well as within groups. The major kinds of public relations groups are stakeholders, publics, constituents, market segments, audiences, and internal/external types. Although definitions vary, there is general consensus on what constitutes each group. These groups comprise individuals including opinion leaders, organizations, and the news media. Ways of grouping publics usually include a combination of geographic, demographic, psychographic, behavioristic (including media habits), and motigraphic characteristics as well as incorporating their views about an issue and opinions of the organization communicating the issue. Along with the importance assigned to the public, these definitions guide the public relations practitioner's prioritization of the stakeholder groups.



Chapter 7 – Strategy: Conceptualization, Goals, Objectives, and Central Message: A strategic communication approach to public relations consists of strategy conceptualization and planning informed by goals, achieved through benchmarked objectives, executed using tactics and scheduling, and followed by evaluation whether ongoing or post-campaign. This process occurs in the context of budget limitations. As covered in this important chapter, the goal is to respond to an issue whether it is an opportunity or a challenge. Goal achievement happens through reaching objectives. There are overall objectives and those targeted at specific publics. The objectives along with characteristics of the publics guide the development of a central message or common thread that runs through all campaign messaging. The central message guides the public relations practitioner's tactical choices including message content and placement. For the public relations professional, the campaign is a seamless process to goal achievement.

Chapter 8 – Strategy: More on Public Relations Central Messaging: As covered in this important chapter, the public relations strategy includes a central message. The central message is the concrete manifestation of the public relations campaign central idea communicated to publics. Whether explicitly or implicitly, whether through direct communication or indirectly through other actions, each tactic includes at least some aspect of the central message. The public relations practitioner presents the same underlying message differently through multiple communication channels. In other words, the central message binds the strategic communication campaign. Stated in the public relations plan, it ranges from one sentence to a short paragraph. Central messaging applies to external and internal stakeholders or some combination of both. The central message is consistent with the organization's mission and values statements.

Chapter 9 – Public Relations Tactics' Toolbox: A tactic is a tool, task, or activity pursued to achieve an objective that is associated with a public relations' campaign goal, strategy, and objectives. Tactics tell a consistent narrative in accordance with the central message. Tactics also help create dialogue and establish relationships between and among publics and the organization. As covered in this essential chapter, tactics operate at the individual-, group-, or mass-communication level. Specific tactics are news/video/audio releases, media advisories, blog posts, interviews, search engine optimization, web banners, benchmark assessments, themed events, social shares and likes, email, texting, various promotions, public service announcements, and many other activities and tactics. The public relations professional makes decisions about which tactics to deploy based on stakeholder reach and cost. In choosing a tactic, the practitioner assesses its contribution to an objective through what is known about publics and society relevant to an issue wrapped in a situation that exists in time.

Chapter 10 – Social Media Tactics: In the United States, approximately 80% of internet users have at least one social media account. Ninety-five percent of Americans own cell phones, and of those, 77% are smart phones. Video streaming is the largest growing content delivery format. These trends continue to grow worldwide. Social media have become and continue to be central to keeping people connected, to informing them, and to building social capital that binds people. What exactly are social media? Social media provide a place where stakeholders communicate; collaborate; educate and learn; and entertain. Information takes the form of words, images, audio, and video. Social media tactics are the specific activities deployed to achieve public relations objectives. Developing these tactics requires an understanding of social media platforms and what they offer users as well as the public relations professional. This vital chapter surveys the key social media platforms and suggests best practices for deploying them in a strategic communication campaign.

Chapter 11 – Internal Messaging: Effective internal communication is vital for the success of a strategic communication campaign whether the target publics are primarily external or the focus is internal. Internal communication occurs among internal stakeholders as well as between them and the “organization.” Internal communication serves to orient and indoctrinate, enhance morale and job satisfaction, communicate information about compensation and benefits, and facilitate organizational development and change. Stakeholders include consultants, volunteers, some shareholders, and interns working within the organizational structure but who are not employees. Internal public relations goes by various designations depending on the organization’s structure and leadership’s perspective about communication. Some of the names are internal corporate communications, corporate communications, internal communications, strategic communication, employee relations communications, and variations of these labels. This chapter also examines barriers to internal communication and suggests best practices.

Chapter 12 – Budgeting and Scheduling for a Public Relations Campaign: As covered in this chapter, strategizing, planning, executing, monitoring, and evaluating a public relations campaign requires financial resources from a limited pool of funds. To increase the likelihood of receiving these resources now and in the future, public relations practitioners must demonstrate that their expenditures will result in the expected outcomes. There are several budget systems available depending on the value ascribed to various aspects of a strategic communication campaign. Public relations campaign costs come in three varieties: personnel costs, administrative costs, and production and program costs. Scheduling tactics on a timeline and costing them so that optimal and effective combinations are deployed help assure the value of the public relations function. Campaign costs are affected by when messaging takes place, how often it occurs, and media placement. The cost per thousand exposures calculation is an excellent cost control tool to monitor cost efficiencies.

Chapter 13 – Public Relations Campaign Evaluation: As covered in this chapter, public relations campaign assessment is an evaluative research process that determines the effectiveness of a campaign by measuring outcomes such as level of awareness, understanding, attitudes, engagement, opinions and/or behaviors of a targeted audience or public against benchmarked objectives set relative to baseline measures. Evaluation occurs during an ongoing campaign or post-campaign. Evaluation is important for several reasons. First, it is necessary to determine campaign success. Second, results inform subsequent public relation practices leading to more cost-effective tactics. Third, it serves as the justification for future expenditures based on what is effective. Last and related to the third point, evaluation approximates public relations’ contribution to the organization, which, in a highly competitive world where departments within organizations compete for limited resources, evidence-based outcomes can assure future commitment from senior management. One such campaign assessment calculation is advertising value equivalency. It is a standardized metric for placing a gross financial value on public relations efforts after deducting the cost of such efforts.

Chapter 14 – Putting It All Together – The Public Relation Campaign Plansbook: This chapter covers the components of a public relations campaign plansbook. It serves as a guide to campaign implementation. The plansbook is in Word format and later archived as a pdf file. Depending on the campaign complexity and level of detail, a plansbook is 10–75 pages and typically covers 6–24 months. The plansbook is a roadmap for the public relations campaign and contains the reasoning or justification for the plan. The planning and

precampaign version of the plansbook is in the future tense. However, after the campaign concludes, the plansbook is edited to the past tense and archived for future reference. The final version includes assessment information.

Chapter 15 – Culture, Diversity, and Inclusion: As covered in this chapter, with the advent of new technologies, social media, and social movements that show promise for a more integrated and communicative world, understanding cultural diversity and inclusion are vital to reaching many stakeholders both locally and internationally. Diversity is based on race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities and attributes, religious beliefs, political beliefs, or other ideologies. National origin and perceived behaviors such as different lifestyles, speech accents, culturally based practices, and values constitute diversity as well. Yet, a diverse culture is more than hiring quotas. It includes tolerance or a permissive attitude toward those persons who are different and, beyond tolerance, it is acceptance or thinking, feeling, and behaving in a manner respecting and consistent with diversity. This acceptance happens in small one-on-one relationships, in small groups, in large groups, in organizations, in sectors of society, and in an entire society. Inclusion involves actions associated with the acceptance of diverse beliefs, values, and acceptance. It occurs through programs designed to support and integrate diverse individuals in a group or organizational culture. Once inclusion occurs, a multicultural organization can thrive.

Chapter 16 – Global Public Relations: This chapter defines global public relations as a process involving efforts to communicate directly or indirectly with publics and stakeholders across national boundaries and from different cultures to convey messages that are informative, persuasive, and activate target behavior through various tactics and activities. Global public relations faces geographical, cultural, political, legal, socioeconomic, and communication challenges covered in this chapter. Three major reasons contribute to the value of global public relations and strategic communication. First, the ease with which people travel across countries using inexpensive modes of transportation provides opportunities to interact and learn about diverse people. Second, the division of the global economy into regions of comparative advantage based on low cost production, innovation, and professional services contribute to a highly interdependent world economy. Last, the advent of social media points to the importance of global communication. People throughout the world are aware of what is happening in the far corners of the planet and participate in world events. Global public relations shapes and plays an important role in people communicating and influencing agendas on a world-wide scale especially in marketing and other forms of strategic communication. The chapter also addresses barriers to world-wide effective communication and presents best practices.

Chapter 17 – Women in Strategic Communications: This chapter profiles five incredibly dynamic and successful women in careers where public relations or strategic communication play an important role. Their backgrounds and professions vary, but they share similarities. They are in the business of connecting with publics and stakeholders in different ways. These professionals are Carmen Baez, founder of PRxPR Fund and former President of DAS Latin America-Omnicom Group; Carlie Danielson, Strategy Lead at fuseproject; D. Josiane Lee, Recruitment Outreach Officer at the U.S. Department of State; Karen van Bergen, Chief Executive Officer of Omnicom Public Relations Group; and Lily Vautour, Social Media Manager at Boston Children's Hospital. These women are self-determined, highly motivated, and serve as an inspiration to strategic communication professionals.

## **Final Thought**

Perhaps these final words are best left at the end of the book; however, I will share them now. For most of us, that which is worthwhile requires effort and sacrifice. A dream, an idea (even distant), or a goal becomes plausible through effort and tenacity. More tenacity makes it feasible. And even more tenacity makes it achievable, a reality! To the aspiring public relations professional, enjoy the ride!

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## Part I

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# Introduction

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# Introduction to Public Relations

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*For there is only one thing in the world worse than being talked about, and that is not being talked about.*

(Oscar Wilde, 1891, p. 6)

## Learning Objectives

To:

- Understand and define public relations.
- Explain what is propaganda.
- Describe the difference between symmetric and asymmetric public relations.
- Define glocalization.
- Describe the functions of public relations.
- List the types of public relations.
- Understand the relationship between public relations and marketing.
- Describe the roles of public relations and social media.
- Explain the four public relations models.
- Describe owned, paid, shared, and earned media.
- Understand the process of public relations.

## Introduction

According to iExpert (2018), the global public relations sector is a \$19 billion industry comprising roughly 48,000 businesses and upwards of 2 million practitioners, with almost half of its revenues going to salaries. The revenue breakdown by service category is 49.8% for general and full service public relations, 20.4% devoted to corporate and lobbying, 16.5% going to media relations, 7.5% to other, and 5.8% to event management.

The industries of operation are as follows: 34% of public relations for retail, 21.5% other client industries, 13.0% for the healthcare sector, 13.0% for information and telecommunications technology, 10.5% for banking and finance, and 8.05% for the automotive sector. Although these are global figures, retail accounts for 75% of the United States economy. The healthcare sector is growing especially considering the aging global population. Information and communications technology are becoming more and more critical for our interdependent world and will continue to do so in the future.





*Figure 1.1* Because of Communications Technological Advancements, Including the Advent of Social Media, the World Is Smaller

The world is smaller today than it was ten years ago. People can easily travel virtually anywhere. Economies are more global. Communication technologies and social media have created a global village in which people from all corners of the world can learn about each other and communicate directly. People are exposed to diverse ideas and cultures. Communication plays an important role in fostering these trends. Public relations plays a central role in pluralistic cultures where the free exchange of ideas and debate take place.

The exchange of ideas and free flow of information is fundamental to a representative democracy and capitalist economic system. Informed citizens rely on information to vote for candidates. This process extends to policy making where voters can express their opinions in ways that support or oppose policies.

Like candidates, savvy consumers require information about products, services, or brands to make wise purchase decisions. Online brand reviews, product recalls, and independent consumer rating organizations provide information that aids consumers in the decision-making process.

Whether one is researching features and benefits of washer and dryer brands or positions of presidential candidates, the free flow of information is vital for the system to live up to its expectations. In both circumstances, public relations performs a critical role in providing information and a forum for the exchange of ideas and information.

So, what exactly is public relations? Although it is dynamic and evolving because of new and innovative ways of communicating, we can define public relations based on its key characteristics. The Public Relations Society of America defines public relations

as “a strategic communication process that builds mutually beneficial relationships between organizations and their publics” (About Public Relations, 2017, para. 4). Along similar lines and considering the various types of public relations, **public relations** is perhaps best defined as a managed, researched, and planned process involving effort to communicate directly or indirectly strategically to publics of one or more persons or groups. Public relations efforts are routine, relational, or ad hoc in nature. The messages communicated are informative, persuasive, and/or compel a call to action through various paid or unpaid tactics. Ideally, previous messaging assessment informs future campaigns.

The focus of this book is public relations strategy and planning centered on a specific issue. However, public relations also performs a maintenance function in which it maintains and reinforces relationships with stakeholders over the long term. For instance, an unexpected event that brings negative publicity to a company and subsequent pressure from publics in opposition to the company, requires immediate action. Public relations agencies develop volunteer and fundraising campaigns for companies focusing not only at its employees, but the local communities in which the companies operate as well. Both situations can be short or long term or evolve into longer term or permanent programs. At the same time, organizations have long term relationships with employees and vendors. The support of these stakeholders is usually vital to the existence of organizations.

Public relations has been equated with propaganda. However, the two endeavors are different. **Propaganda** attempts to persuade based on appeals that are not supported by sound reasoning and/or evidence presented objectively. Propaganda makes use of exaggerated language, name calling, stereotypical labeling (directly or indirectly), fear tactics, euphemisms, and a host of other tactics to persuade individuals.

On the other hand, legitimate public relations makes use of warranted claims supported by evidence that fits the argument. Often these efforts are with the intention of establishing long-term relations with stakeholder groups. As discussed by Bobbitt and Sullivan (2014), public relations must provide choices that center on win/win possibilities.

In the past, whether in-person or mediated, interpersonal, small group, or mass, people assumed that communication was a natural and innate process and taken for granted. With the development of communication theories and advancements in technology, that changed. We began to question these assumptions. We discovered ways to make communication more cost and message effective. We developed and are still developing digital methods to measure and evaluate public relations’ contribution to profit. The role of public relations as a management function is becoming more accepted as communication continues to evolve and management acknowledges the importance of its role in a pluralistic, social media world. With the growth of analytics and methodologies that measure online behaviors and public relations effectiveness, it is likely that the public relations manager as part of the dominant coalition (organizational decision-makers) will be commonplace.

This chapter defines public relations and describes the functions as well as types of public relations. We also discuss the relationships among public relations, advertising, integrated communication, and marketing and examine public relation practitioner roles in addition to public relations models. The discussion covers earned, paid, owned, and new media public relations. Finally, public relations is examined as a process of interdependent parts. In short, this chapter provides an overview of what is public relations and its place in the real world.

### ***Asymmetric and Symmetric Public Relations***

Asymmetric public relations campaigns can involve one-way or two-way communication. In either case, they are one-sided focusing on the “interests” of the organization. **Asymmetric public relations** can simply provide publicity framed to support an issue, the facts advocating a position, or an appeal with evidence to support a position. This perspective is usually short term, eliciting a desired response to an existential issue. The Press Agent/Publicity, Public Information, and Two-way Communication Asymmetric models examined in the Models of Public Relations section are asymmetric public relations approaches. The following are two examples of asymmetric public relations.

Yahoo waited two years before reporting a cybersecurity breach that occurred in 2014. A “state-sponsored” hacker procured the users’ names, emails, telephone numbers, and encrypted passwords of more than 500 million Yahoo account holders. During the time between the hack and its reporting, Yahoo was negotiating its sale to Verizon for \$4.8 billion, but kept the breach secret, which delayed the sale until it was finally announced in June 2017. Yahoo’s credibility was damaged, which resulted in several law suits, delay in the acquisition, and the discovery of an even larger cyber-breach.

Equifax, the credit monitoring company, experienced a similar breach affecting 143 million individuals, but did not wait as long. The company was aware of a successful cyber-attack at the end of July 2017, but failed to communicate it until September of the same year. In the interim, the top three Equifax executives sold stock totaling \$2 million. Equifax provided a verification website for users to check their breach status. The website included a hidden arbitration clause indicating that those consumers who utilized the breach service waive their rights to participate in a class-action lawsuit against Equifax. Currently, some law enforcement agencies are investigating how Equifax handled the situation. Clearly, both Yahoo’s and Equifax’s behaviors did not engender public trust.

On the other hand, **symmetric public relations** involves communication that is socially responsible and considers the positions of the various publics in a free-flow of information and give-and-take that are transparent, relational, and long term. Although perceived as ideal and likely impractical for some organizational structures, the Two-Way Symmetrical Model consists of five features (Wilson & Ogden, 2015). They are: (1) a long-term vision; (2) a commitment to community; (3) organizational values centered on people; (4) collective problem-solving; and (5) relationship building based on respect and trust in conjunction with the organizational mission. Let’s look at an example.

AirBnb launched a new logo campaign in early 2014. The logo called “the Bélo,” represents the essence of connection and a sense of belonging in an ever-expanding global village. The company produced a video that explained the reason for the new logo and branding strategy. Airbnb also developed an online application in which customers could create their own personalized Bélo using colors, lines, and backgrounds. For those current customers satisfied with the previous branding system, the company CEO, Brian Chesky, sent them an invitation to an exclusive online seminar where he personally explained the reason for the logo and brand change. Despite these efforts, a vocal, dissatisfied segment of customers were skeptical and expressed their displeasure by writing negative reviews. Tweets spiked as well. The Bélo was compared to animals, certain body parts, foods, transportation, and several unflattering objects. AirBnb embraced these comments, including those from customers who disagreed with the change. The company responded by creating and sharing with the public an infographic with the results. Eventually, dissatisfaction mitigated and the company continues to do well.

## ***The Nature of Online Interaction***

Public relations is constantly changing spurred by cultural, communication, and technological changes. The Internet transformed from Web 1.0 in which people received producer generated content in a top/down fashion to the advent of Web 2.0 and now Web 3.0. In Web 2.0, users and content producers interact in a transactional multi-directional and multi-spatial manner. User generated content emphasizes the needs, desires, and goals of the user influenced by the individual's cultural and environmental background. Web 2.0 provides an intriguing set of challenges for the public relations practitioner, who now must gain an understanding of stakeholder groups who often have subtle, but important differences. Web 3.0 moves us towards "computer to computer" interaction, more digital integration, increased artificial intelligence applications, and automated processes. It essentially provides us with more technological tools that collect and organize information so that society can benefit more from a Web 2.0 world.

The pluralism of the Web and opportunities for activism allow for **organic public relations**, which is public relations created, developed, and changed at the grassroots or user level, whether within an organization or externally. This type of public relations is alive and adopts like an organism does to survive and even thrive in its environment. An effective public relations professional understands the transactional nature of this process. **Transactional public relations** shapes public relations through the nature, direction, level, and multi-way communication of the interaction among publics. The dialogue steers the direction of the discussion and increases engagement, further increasing commitment and greater issue ownership.



*Figure 1.2 Can Public Relations Be 100% Organic?*

**Glocalization**

The nature of the public relations environment poses some interesting challenges including addressing the local environments’ varied concerns. Yet, the organization’s regional, national, or global goals are the primary focus. Developing an overall strategy with local tactics accounting for local conditions allays local concerns. For example, McDonald’s created rice dishes in local Chinese markets and veggie burgers in India, where eating beef is culturally or legally prohibited. Accommodating the local culture is **glocalization**, which is a combination of the words “globalization” and “localization.” In the case of brand promotions, the global brand name is differentiated to appeal to local markets.

There is also a glocalization trend in public relations agencies. Corella, Del Campo, and Toledo (2009) reported in one study that 64% of American public relations firms have alliances with international agencies. Table 1.1 contains more examples derived from Grigorescu and Zaif’s research publication entitled, “The concept of glocalization and its incorporation in global brands’ marketing strategies” (2017).

Keep in mind that glocalization can apply to many public relations functions such as events, copy, nature of persuasive appeals, and channels of communication.

**Where Does Public Relations Start and Who Does It?**

Where does public relations start? Individuals or organizations conduct the business of public relations in various forms and to varying degrees depending on a host of factors such as their mission, source of the issue, situational complexity, and available resources. A person, corporation, non-profit organization, special interest group, or governmental entity can conduct a public relations project, program, or campaign.

For instance, a student concerned about informing the public about FedLoan’s dubious student loan practices may take to social media to inform others about the loan

*Table 1.1 Glocalization Marketing Strategies*

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<b>McDonalds</b> sells the local dish called McMici, a local dish consisting of grilled ground meat rolls made from beef, lamb, pork, and spices. In India, the Maharajah Mac and Veggie McNuggets are offered. Mutton pies are available in Australia. In the Philippines, McSpaghetti is on the menu. Teriyaki Burger are sold Japan and the McLobster sandwich can be purchased in Canada.
<b>Fanta soda</b> offers Shokate in Romania, which is “elderflower juice,” a traditional Romanian beverage. Green apple Fanta can be bought in China, as well as watermelon flavored Fanta in Spain and Portugal.
<b>Lay’s Potato Chips</b> cheese-onions flavor is available in the United Kingdom. Lemon Lays is popular in Thailand and Seafood Lays is a hit in China.
<b>Dunkin Donuts</b> offers dry pork and seaweed donuts in China. Grapefruit coolatas are served in South Korea, mango chocolate donuts are a favorite Lebanon and Dunclairs are in demand in Russia.
<b>Nokia cell phones</b> offer an anti-dust keypad, to prevent cell phone damage caused by the heavy dust in regions of India.
<b>Barbie</b> in Japan differs from Barbie in the United States. In Japan, Barbie is tailored to the Japanese market. It is blond, has a round face, and large eyes.

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company's activities. In its simplest form, the student is a special interest "group" formed to bring attention to this specific issue. On the other hand, a financially substantial corporation such as Equifax would launch a complex and expensive crisis communication campaign to address the hacking of millions of its client consumers' personal financial and social security records.

Where are public relations campaigns created? Although usually some work is outsourced, there are full-service public relations agencies that offer a wide range of services from research to public relations campaign plans development. Some full-service firms are Skyya Communications out of New York, Blast PR from California, and Landis Communications Inc. located in San Francisco. Additionally, boutique or specialty shops provide specialized services such as social media public planning, media buying, or strategy development. For example, all located in New York, Point Five specializes in graphic design, Brand Union provides branding expertise, and Critical Mention offers environmental scanning services.

Large organizations typically use multiple public relations agencies. Smaller organizations do the work in-house. Usually, the organization handles internal communication and hires one or more agencies for external public relations. Sometimes the in-house department, external agencies, or consultants share various responsibilities. The set-up is contingent upon the situation, urgency, expertise required, and available resources. For instance, BackBay Communications in Boston focuses on public relations for financial institutions. Jarrard Phillips, Cate, & Hancock from Tennessee concentrates on the healthcare sector. Smaller organizations deploy their own in-house public relations. These days, they focus on social media, especially Facebook, Twitter, Instagram, and Pinterest, depending on the nature of the organizational mission.

## Functions of Public Relations

Another way of thinking about public relations is by function. What functions does public relations perform? Many of these tasks extend to different types of public relations; they overlap and are not neatly differentiated; and perform as part of the campaign process or as part of maintaining stakeholder relationships over the long term. Table 1.2 summarizes the major public relations functions.

The shaded area represents public relations functions whose primary purpose is to inform, persuade, or present a call to action. The remaining functions involve various basic tasks. Many of these activities are highly interrelated. For example, fostering diversity and inclusion in the workplace so that pluralism thrives involves change agency. It includes elements of trust and relationship building as well as buy-in from the senior management and leadership.

Discovering an issue and planning a response in advance of its actualization requires environmental scanning, risk assessment, and issue management followed-up with a public relations plan and method for measuring effectiveness. The plan likely includes social media activities and usually incorporates news media tactics as well.

Typically, public relations involves informing, persuading, and calls for action, as well as providing the tactics for objectives. Tactics such as events, lobbying, and sales promotions, inform and persuade publics. News and social media aid crisis communication for such efforts as evacuating people or alerting them to impending developments.

Table 1.2 Public Relations Functions

Public Relations Functions	Purpose
Creating awareness, positive attitude, motivation, or call to action.	– Create a desirable psychological or behavior condition in the minds of internal or external stakeholders.
Change agency.	– Facilitate change within the organization or externally such as implementing new training procedures for employees or a new return policy for company distributors.
Corporate image building.	– Promote the organization and its good deeds so that it is viewed positively by the public.
Generate publicity.	– Encourage awareness about the issue and organization through media coverage and social media feedback and sharing.
Develop loyal customer base.	– Foster company loyalty so that consumers develop a positive attitude toward brand, are repeat purchasers, and are brand advocates.
Establish trust, relationships, and support with stakeholders.	– The maintenance of internal and external stakeholder relationships.
Communicating social responsibility.	– Creating awareness and support for the organization internally and externally through its good deeds.
Counselling management/ leadership about issues.	– Senior management/leadership can make informed decisions when the public relations practitioner advises about situations and issues affecting the company and its external and internal stakeholders/publics. Also, includes speechwriting.
Facilitate workplace diversity & inclusion.	– Communicate diversity and inclusion commitment and programs including promoting within the organization, networking opportunities, and active recruitment of diverse talent so that everyone thrives.
Organized public relations efforts.	– Develop, plan, implement, and execute effective public relations plans.
Risk and Issues management.	– Predict future situations or the impact of potential issues on the organization so plans can be made.
Situational analysis/ environmental scanning.	– As part of the risk or issue management function, monitor the internal or external environment for trends, changes, opportunities, or problems. This will inform future planning.
Raising funds or capital.	– Promoting the financial health of the organization so that credit raising capital terms are favorable.
Event management.	– Create, develop, and implement special in-person and/or online events that promote the issue and the message to garner support.
Evaluate public relations activities.	– Assess public relations success based on achieving objectives during and after the efforts in order to be effective presently and in the future.
Crisis communication.	– Inform and provide guidance for all publics affected by a crisis situation and issue with the intention to attenuate any negative effects.

Lobbying.	– In order to have a voice on public policy decisions, develop relationships with regulators, elected officials, other government administrators, and trade association groups.
Promoting products, services, and brands.	– Work with marketing and advertising to consistently promote company products, services, and brands so as to increase revenues and/or market share.
Media management.	– Develop relationships with media stakeholders both organizationally and individually with the intention of receiving favorable or, at least, neutral media coverage.
Social media management.	– Develop consistent content and manage the organization's social media activities across functions, departments, and divisions

## Types of Public Relations

There are different emphases placed on various types of public relations based on the environment in which they primarily serve and types of stakeholders. Public relations can be corporate public relations, corporate communications, corporate relations, community relations, media relations, employee relations, governmental public affairs, publicist for the chief executive officer, legislature affairs (lobbying), industry relations, collective labor affairs, strategic communications, integrated communications, and financial relations. Table 1.3 provides a summary of the major kinds of public relations.

*Table 1.3 Kinds of Public Relations*

<i>Public Relations Type</i>	<i>Description</i>
Public Relations/Integrated Communications Strategic/Communications/Corporate Communications/	Public relations in general involving the full range of issues and stakeholders/publics.
Media Relations <sup>a</sup>	Media are the primarily stakeholders/publics. Building relationships and providing information to the different media and influential representatives.
Public Affairs	Usually operates in a federal agency, state, or local government organization. Provides information to all relevant stakeholders/publics especially voters, taxpayers, and elected officials. Plays a critical crisis communication role during times of emergency.
Internal Corporate Communications	Responsible for all communication with employees, internal contractors, and interns. Gives information about policies, changes, benefits, and conducts projects, programs, and campaigns that foster morale, motivation, CSR. major organizational developments, and overall productivity.

(continued)



Table 1.3 (continued)

Public Relations Type	Description
Community Relations	Typically, operates in larger organizations. The stakeholders/publics are the various groups in the local communities in which the organization conducts business. The key public depend on the specific issue and situation.
Employee Relations	A part of internal corporate communications, the focus is on messaging employees and concentrating on their issues and situations.
Industry Relations	Primary stakeholders/publics are competitors, vendors, trade associations, and other organizations in the infrastructure that support the company's mission.
Government Affairs/Legislative Affairs	The stakeholders/publics are governmental regulators, boards, officials, and elected officials who can have an impact on the organization's mission. The issue could be environmental, tax codes, tax credits, industry regulation, labor laws, trade regulations, and so forth.
Financial Relations	The primary stakeholders/publics are banks, investors, and specific individuals within those two sectors. These practitioners work closely with the organizational finance department.
Labor Relations	Organized labor and union officials are the key stakeholders/publics. This type of public relations is closely aligned with employee relations, but with a focus on collective bargaining and securing labor contracts and relationships with the union and rank and file membership.

<sup>a</sup> Social media are addressed within each form of public relations.

## Public Relations and Integrated (Marketing) Communication

What is the relationship among public relations, advertising, and marketing? Are they the same? Are they separate and distinct? With the growth of digital technologies, the line that differentiates these areas has blurred. Let's start by defining each term.

**Advertising** is paid messaging. It is typically one-way communication and short-term geared toward selling brands, products, and services. In the past, it was primarily a mass media tool, reaching many audience members with a specific message. However, today it has evolved to where very specific market segments can be microtargeted. For example, searched sites are ranked through the deployment of search engine optimization tools. Specific ads also appear that appeal to the individual based on the search and other data collected about the person. Additionally, some forms of advertising encourage a limited amount of consumer engagement by encouraging ad click-throughs that link to online activities that further promote product sales directly or indirectly using public relations tactics. Common techniques such as these integrate advertising and public relations.

Because much activity is digitally based, especially with the increased usage of mobile applications, organizations can identify and group individuals with specific characteristics, attitudes, values, beliefs, and behaviors. This information allows us not only to microtarget groups, but also to engage individuals and establish longer term relationships with them by reaching out to them in ways that they prefer.

Marketing involves selling products, services, and/or brands to generate revenues, increase profits, and thus increase the value of an organization. Marketing activities concentrate on: 1) product development, 2) price points, 3) place or channels of distribution, and 4) promotion. These are the 4Ps of marketing. Together they constitute the “offering.” The fourth P, promotion, includes public relations, advertising, personal selling, and any other communication with the marketplace about the brand, product, or service. Collectively, this coordinated effort is **integrated marketing communication (MARCOM)**. Integrated refers to consistent communication across channels, audiences, and functional area including customer relations management. It is less costly to keep current, repeat customers, than it is to acquire new ones.

This marketing trend toward relationship building not only increases the value of public relations, but also moves the nature of promotional marketing to a more personalized focus. Today and in the future, advertising or promotion is becoming more and more public relations-related. Organizations are also finding that communication integration also requires the coordination of and relationship building of internal groups. Because of these factors, there has been a trend toward relabeling MARCOM simply **integrated communication** or **strategic communication**. Both terms include all communication, internal as well as external, that is highly interdependent, coordinated, and consistent.

The relationship among marketing, advertising, and public relations is still unfolding. For now, we continue to use and adopt modes of operation that are message effective and cost efficient within the organizational structure as well as in the external environments.

## Public Relations Roles

The public relations environment is constantly changing, creating challenges for the practitioner. The 2017 Global Communications Report by the UCS Annenberg Center for Public Relations found that long-term public relations growth is driven by content and digital technologies demanding specialized skills, talent, innovative ideas, and better measurement. Public relations professionals will need to stay current and regularly hone and adjust their skill sets to the latest technological tools, social trends, and market demands.

As covered in the “Think about This . . .” segment, public relations roles divide into five general categories (Vieira & Grantham, 2014). The roles are: senior public relations management/leadership, policy/operations management, brand specialist, internal communicator, and media specialist/manager.<sup>1</sup> The actual labels for these roles vary by organization. The senior public relations management position is the chief public relations officer or an internal communications practitioner is the corporate communications director. The senior public relations management/leadership and policy/operations management roles are clearly managerial involving longer term, strategic managerial decision-making. The brand specialist, internal communicator, and media specialist/manager roles are a blend of technical and managerial duties, with sometimes one role being dominant. The situation and nature of the organization define the dominant role. Managerial decision-making is typically day-to-day.



*Figure 1.3* Public Relations Offers an Array of Career Opportunities

**Senior public relations management/leadership** individuals, some of which are consultants to the organization, have extensive experience and participate in strategic decision-making. These individuals span boundaries (reach out to various groups) among both internal and external stakeholders. Some responsibilities involve organizational image, product and services positioning, and public relations campaign evaluation.

**Policy/operations managers** have technical responsibilities as they relate to managing and developing strategic plans. Policy advisors have extensive experience. Their activities involve spanning boundaries by interacting with internal and external stakeholders. These managers marshal resources and assess aspects of the campaign before roll-out, during the campaign, and post-campaign. This information informs on-going and future campaign planning.

The third role is **brand specialist**. These practitioners are typically technicians, but sometimes perform some supervisory duties. They possess less experience than those fulfilling management roles. They are often involved with company brands, corporate image, or building the organizational brand with internal stakeholders.

Next, the **internal communicator** role consists of technical and managerial duties. This person has roughly the same number of years of experience as the brand specialist. The internal communicator is concerned with employee morale, motivation, and a variety of internal communications. Much of his/her communication is face-to-face.

The last public relations practitioner role is **media specialist/manager**. These individuals are involved with technical as well as managerial tasks. They have extensive experience. Their primary focus on external stakeholders especially the news media. They also consult with senior management about key stakeholders. These practitioners provide some strategic planning inputs especially about news media.

### ***Social Media Role in Public Relations***

The growing significance of social media as a flexible and efficient tool to reach both external and internal stakeholders forces us to examine social media roles. A study by Neill and Lee (2016) noted that previous research reported public relations practitioners within organizations manage upwards of 85% of social media activities. In their study, they discovered seven roles: social media technician, social listening and analytics, online media relations, policy maker, employee recruiter, internal social media manager, and policing.

The **social media technician** role develops and implements public relations tactics such as writing news releases and blog posts.

**Social listening and analytics** involve monitoring and interpreting social media communications and trends including deploying analytics, which is environmental scanning. Through this activity, opinion leaders are identified and news media activities surveilled. Additionally, the practitioner in this role measures social media effort effectiveness and helps develop problem detection protocols as part of risk and issues management.

The **online media relations** role comprises tasks and responsibilities such as developing relationships with opinion leaders including media professionals. The person in this role also pitches stories to news media representatives.

The public relations **policy maker** role develops policies and guidelines for how organizational members utilize social media, which can vary across departments and divisions.

**Employee recruiter** is a role by which the practitioner recruits people for positions throughout social media. This person shares information about the appeal of the organizational culture, fosters organizational pluralism, and supports diversity and inclusion in recruitment practices.

The role of **internal social media** is an internal communication function. The practitioner in this role writes content for the organizational intranet and internal social media. Likes, shares, comments, and other metrics measures employee engagement. This practitioner keeps employees informed of key developments and social events designed to maintain morale, motivation, and productivity.

Last, there is the **policing role**. In this role, the practitioner monitors organizational-related social media messaging for appropriateness that assures a positive public image.

Representation of these roles and the extent to which each influences the organization varies and changes according to circumstance, organizational culture, and resources available for public relations social media. In some cases, roles may be logically combined owing to similar required resources and talent availability.

## **Job Prospects for the Public Relations Practitioner**

How do these public relations roles relate to the job market? According to the 2017 USC Annenberg Center for Public Relations Global Communications Report, the top sought after skills in public relation are writing, strategic planning, verbal communication, analytics, and search engine optimization.

In the United States, there are several public relations position classifications. They start at entry level public relations specialists with a median salary of \$62,000 followed by more experienced senior specialists earning upwards of \$114,000. Salary is based on the specialty and skill set sought. According to the Bureau of Labor Statistics, the job growth rate for these positions through 2024 is 6% per annum (Occupational Outlook Handbook, 2015).

Management and director positions median range salaries are between \$110,000 and \$150,000 with an anticipated growth rate of 7% (Occupational Outlook Handbook, 2015; Salary.com, 2017). Chief Public Relations Officers can expect to earn at the median \$252,000. Compensation varies by location and size and nature of the organization.

### **Think about This . . .**

In a 2014 *Public Relations Review* article entitled “Defining Public Relations Roles in the U.S.A. Using Cluster Analysis,” Vieira and Grantham identified five public relations roles. The researchers collaborated with the Public Relations Society of America (PRSA) where 256 PRSA members who were practitioners completed a survey. Based on personal characteristics, modes of communication, management and technical functions, perceived level of strategic planning involvement, and attitudes about communication goals and public relations measurement, five public relations emerged. The roles were specifically labelled negotiator, policy advisor, brand officer, internal communicator, and press agent.

Findings revealed that public relations is a dynamic and evolving profession especially in the digital age. The ability to execute with new technologies, and the globalization and diversification of the business climate alone illustrate the need to consistently examine and re-examine public relations roles and responsibilities. This requires periodically updating roles to optimize the public relations function within organizations.

*Ask yourself: Where do you see PR in the future? What new prominent roles may emerge?*

Vieira, E. T., Jr., & Grantham, S. (2014). Defining public relations roles in the U.S.A. using cluster analysis. *Public Relations Journal*, 40, 60–68.

## **Models of Public Relations**

Grunig and Hunt (1984) conceptualized four public relations models, which are Press Agent/Publicity, Public Information, Two-way Asymmetrical, and Two-way Symmetrical models.

### **Press Agent/Publicity Model**

The **Press Agent/Publicity Model** is a one-way communication process. This approach creates extensive media coverage for an organization through persuasion, half-truths,

publicity stunts, and other attention getting devices to gain media attention. These chosen activities persuade key publics based on experience or intuition, but not empirical testing beforehand.

Celebrities who hold extreme positions, engage in outlandish behaviors, and appear on such venues as American Idol or other celebrity participant reality-based programs hope that media coverage of them will increase their popularity and enhance their careers. P. T. Barnum exemplifies this viewpoint. He believed that any news coverage whether negative or positive was valuable because then the brand was in the minds of the consuming public. Although many of these public relations activities exist today, this framework emerged in the early 1980s before the availability of the Web and evolving nature of publicity.

### **Public Information Model**

The **Public Information Model** is also a one-way communication approach. It deploys news releases and other techniques to distribute information. Generally, there is less concern for drawing attention and extensive news coverage. The goal is to disseminate information to stakeholder groups in a managed manner not informed by formal research.

This approach makes use of newsletters, brochures, email, social media, websites, and magazines with information about the organization, its key people, and, in some cases, products, services, and brands. The stakeholders receive content about the benefits of the brand, testimonials, and success stories at regular intervals.

Utility companies sometimes include fliers about energy efficiency with customers' bills. The IRS regularly issues press releases to explain changes to existing tax codes. In addition, there are nongovernmental organizations and special interest groups that release research study findings to inform the public and to provide information that can inform policy makers' decisions. In fact, some government regulators rely on these studies for policy development because the organization has the expertise and resources not available to government agencies.

### **Two-Way Asymmetric Model**

The **Two-way Asymmetric Model** works to persuade stakeholders to embrace a specific attitude or behavior using one-sided arguments and based on what target publics value. Messages are also empirically pre-tested to predict efficacy. Additionally, post-campaign evaluation determines message effectiveness. The pre-testing and evaluation process provides feedback and hence two-way communication. However, because these types of organizations do not utilize much of their resources to measure responses from stakeholders, but focus instead on cost-efficiencies, there are limitations to measurement.

This perspective informs most corporate public relations. Many political candidates utilize the persuasive model as do governments to support their programs. For example, American military action in Iraq used two-way asymmetrical techniques to generate support for the war. Proponents for stiffer punishments and longer prison sentences advocate the same approach.

### **Two-Way Symmetric Model**

The **Two-way Symmetric Model**, which is the most ideal and optimistic framework, employs communication between and among all publics. Back and forth negotiation

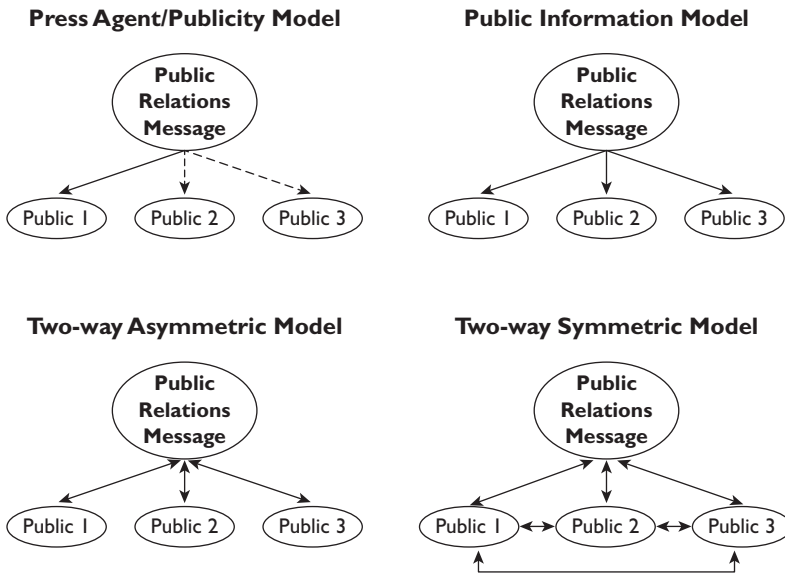


Figure 1.4 The Four Models of Public Relations

results in mutual understanding, resolved conflicts, and long-term agreements that respect the positions of all the publics. There is a free flow of information among the organization and its stakeholders in a manner desired by the various groups. Mutually arrived at agreements emerge. Messages are also empirically pre-tested to predict efficacy. During and post campaign message assessment occurs as well. The pre-testing and evaluation process provides feedback.

This model is useful when communicating within an organization because it helps employees feel valued and acknowledged as an essential stakeholder group. Investor relations as well as organizations in which human capital is highly dependent upon volunteers follow this approach. In these cases, success in large measure requires buy-in from these stakeholders.

Figure 1.4 illustrates the four models, each targeting three publics. The Press Agent/Publicity Model is based on creating evocative publicity with the intention that the relevant public will receive and embrace the public relations message. There are no guarantees of exposure and favorable coverage because the public relations practitioner does not control publicity. In some cases, the message does not reach the public as depicted in the dashed arrows not touching any publics. The Public Information Model simply provides the informational message to each public. The single headed arrow represents planned and managed one-way communication. On the other hand, the Two-way Asymmetric Model and the Two-way Symmetric Model both require two-way communication, but the quality of the communication between them varies. In the case of the asymmetric model, the feedback is in the form of pre-testing and/or during or post-campaign feedback as characterized by the two-headed arrows. The symmetric model, however, also includes mutual

resolution of the issue to the satisfaction of all relevant publics, which requires multiple directional communication not only with the organization, but also among the publics directly or indirectly through the public relations organization.

## Owned, Paid, Shared, and Earned Media

The word “media” is plural. “Medium” is the singular form. **Owned media** are public relations’ issue coverage and messaging that the organization owns. Owned media comprise created, owned, and disseminated organizational content such as expert endorsements, customer testimonials, employee stories, videos and blogs, and social media accounts.

Media paid for by the organization, but not owned are **paid media** such as Google AdWords or banners placed on various websites that are not organization owned. Public relations attempts to manage and communicate with various traditional and social media with the intention of obtaining favorable media coverage constitute **earned media**. For instance, a news release sent to the Associated Press that is subsequently covered by news media, a videos new release sent to the major networks and subsequently broadcast on the news, or an issue presented on social media that gains more discussion online, constitute earned media.

**Publicity** is a type of unpaid media coverage. The organization has no control over the content, where it appears or whether it is positive or negative. **Shared media** are publicity created by the sharing of content as the method of distribution. Word-of-mouth, opinion leaders (social influencers), Twitter, LinkedIn, Facebook, online reviews and rating, and any viral content are examples of shared media when distributed in the spirit of Web 2.0. However, paid and earned media coverage also use these social media platforms. It is important to note that shared media are becoming more and more social media activity-driven. Social networks serve as the channels of distribution reaching publics and stakeholders across the globe. Opinion leaders serve as the hub of social networks connecting many followers with others as well as sharing ideas and issues.

In the future, it is expected that the breakdown of media will be: Earned 31%, Owned 28%, Shared 24%, and Paid 15%. Increases in shared media drive most of the expected change (Global Communications Report, 2017).

## Social Media as Two-Way Communication for Public Relations

In the past, civic engagement was highly associated with socioeconomic status. The Web has changed by opening the world to those from diverse backgrounds and incomes, thus, fostering increased participation in social issues (Smith, Schlozman, Verba, & Brady, 2009). Clearly, the internet and, especially, social media have created a pluralistic online environment.

According to Safko and Brake (2009), **social media** are:

activities, practices, and behaviors among communities of people who gather online to share information, knowledge, and opinions using conversational media. Conversational media are web-based applications that make it possible to create and easily transmit content in the form of words, pictures, videos, and audios.

(p. 6)



The two fastest growing digital tools are video and mobile. Why are they popular? People are busy and thus read less. Video is played, paused, and repeated. A person can listen to the audio and not focus on the video aspect. The cost of video production has dramatically decreased and many quality applications are free for personal computers, tablets, and cell phones. Individuals utilize their cell phone for more than communication. They manage their personal and professional lives with it. It is small, has relatively strong computing power, and millions of apps are available. For what it does, it is relatively inexpensive.

Table 1.4 represents a list of various social media by brand as well as generically.

Social media provide opportunities for diverse people to interact in a marketplace of ideas. These two conditions are ideal for activism to flourish and the self-mobilization of publics concerned about issues.

Platforms such as Facebook, Twitter, blogs, and the like offer a free flow of information, knowledge, and exchange of ideas, beliefs, and perspectives, which is the Two-way Communication Symmetric Model of public relations. Allowing diverse and contrary views may increase the veracity of the message through an open debate vetting process. Through dialogue, less compelling claims are invalidated. The strength of the public relations message, reputation of the organization, and its willingness to be open to diverse comments, not only maintain its credibility, but increases it through a two-stage process consisting of two groups of publics: opinion leaders and their followers, as well as other engaged publics.

Table 1.4 Examples of Social Media

<i>Social Networking</i>	<i>Interpersonal</i>
Facebook	Email
LinkedIn	Instant Messenger
Google +	WhatsApp
Qzone	Texting
ASKfm	Skype
Meetup	
WeChat	
Blogging	Video Sharing
Twitter	YouTube
Tumblr	Vimeo
Wordpress	DailyMotion
Blogger	
Image Sharing	Message/Forum
Instagram	Board
Snapchat	Reddit
Pinterest	IGN
Flickr	4chan
	Gaia Online
Audio Sharing	
Podcasts	
NoiseTrade	
Jamendo	



Figure 1.5 Opinions Leaders Are Effective Communicators

**Social media influencers** or **opinion leaders** are an intervening public. That is, they pass the public relations message along to their followers who are larger publics. They are trusted experts in a chosen field or simply have substantial social influence within their groups. It is this intervening public that directly or indirectly supports, is neutral, or opposes the message.

Social media can reach many publics especially those involved in an issue. However, using social media is not without its downside. There is less control of content. There is an increased probability of “trollish” behavior. **Trolling** is an activity in which the primary purpose is to post disparaging content about or relevant to an individual or organization to anger or damage the party’s reputation. Chapter 10 covers suggestions for responding to this behavior.

## The Process of Public Relations

A **process** is a systematic sequence of actions that produce something or achieve a targeted end. Most of the results are intentional, but some are unintentional. Understanding a process allows us to know *why* something happens, *how* it happens, and *what* happens. It is important to manage the process as best as possible by controlling the inputs and managing the interaction of inputs so that the outcomes or outputs are the desired results.

The public relations process is strategic communications activities operating at different levels of complexity. Smith (2013) differentiates among three fundamental kinds of public relations activities. The first is a public relations project. A **project** is a single public relations task such as developing a news release, a Twitter page, a video news release, planning an event, and so forth. It consists of one tactic or a small group of related tactics. It usually

pertains to a single objective. Public relations **programs** achieve objectives linked to a goal on an ongoing basis. It typically focuses on a single public or stakeholder group. For instance, meeting regularly with unionized employees, maintaining social media channels with them, keeping them current about employee benefits, managing an employee BBQ, and other labor-related issues constitute a program. Other programmatic publics are the news media, regulators, and investors, each with tactics appropriate for messaging and maintaining relationships with them. Last, a public relations **campaign** is the systematic process in which a goal is reached through implementing tactics designed to achieve objectives relevant to an issue. A public relations campaign with the goal to reduce smoking or drinking and driving involves researching the problem or opportunity, strategizing (determine what must occur), implementing (doing it), and assessing the campaign (evaluate its effectiveness).

Public relations campaigns are issue specific targeting publics. Although projects and programs can be issue centered, they typically serve a routine or relational function geared to very specific stakeholder groups.

### ***Kinds of Public Relations Campaigns***

There are various types of public relations campaigns. First, there are **political campaigns**, which center on establishing and maintaining relationships among the various publics such as delegates, national, state, and local political leaders, boards of elections, elected officials, voters, and so forth. Depending on the scope of the campaign, the number of objectives and amount of complexity varies.

Second, there are **social campaigns**, which involve social issues such as domestic violence awareness and reporting, raising funds for disabled veterans, breast cancer awareness and support, Habitat for Humanity, Oxfam (global social justice and food for the poor), and many more. These campaigns create awareness, positive attitude, and present a call to action. **Marketing campaigns** sell goods, services, and brands to consumers. The iPhone, Nissan, Tide, Best Buy, and Office Max all have marketing campaigns to sell products and services. **Image campaigns** promote an organization's reputation, often by communicating the company's good deeds and corporate citizenship. Sometimes these campaigns successfully or unsuccessfully attempt to capitalize on an organization's expeditious and effective response to a crisis. Examples are the BP oil spill in the Gulf of Mexico, the Tylenol recall, or Turing Pharmaceuticals' price increase of Daraprim from \$13.50 to \$750.00. In sum, image campaigns attempt to increase or maintain an organization's positive image as well as mitigate negative publicity owing to a crisis.

A process involves various managed inputs that produce outcomes. Many of the components of this process are interdependent in cause and effect relationships, providing necessary and sufficient conditions for the public relations process to systematically continue, which moves from issue identification ultimately to outcomes derived from tactics, as depicted in Figure 1.6. Chapter 7 covers the process in detail.

The situational analysis comprises researching the situation, discovering whether the issue is a problem or opportunity, and determining the stakeholders. Informed by the situational analysis, a public relations strategy and plan consists of goals, overall objectives, and a central message followed by actions or programmatic plans for each public

### The Process of a Public Relations Campaign

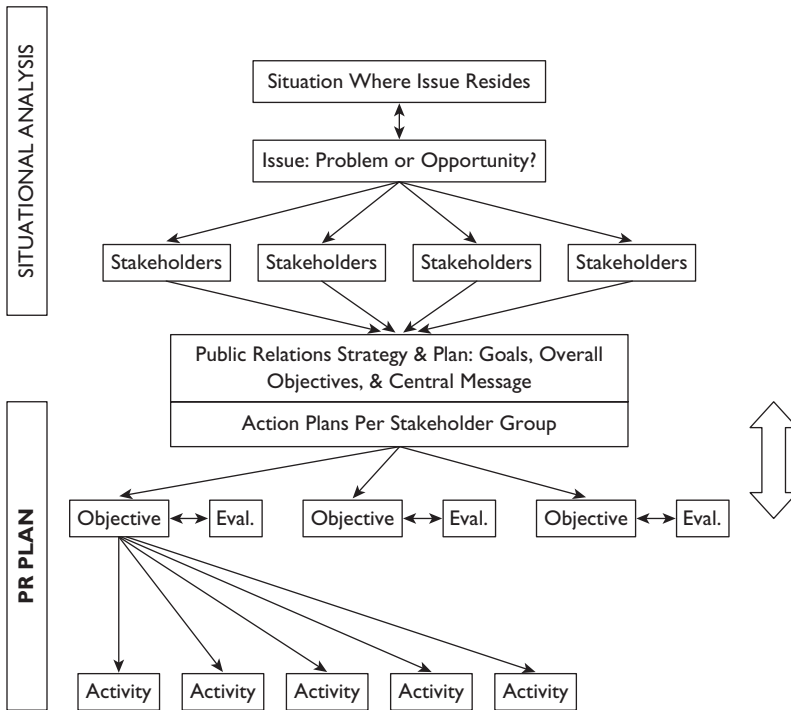


Figure 1.6 The Public Relations Process

including public relations objectives and an evaluation system. Project-based public relations activities achieve objectives. The bidirectional arrows indicate a feedback loop to accommodate adjustments made based on assessing the feedback during the campaign. This occurs in the case of overall objectives as well as individual action plan objectives, which are all measurable. It is important to note that situations change and thus issues can change, thus shifting the status and priority assigned to publics and objectives. The entire public relations campaign plan is the **plansbook**, saved in Word and later archived in pdf format. A plansbook size depends on whether the campaign is a proposal, in process, or post-campaign final version; its complexity; the level of detail; and the size of the appendix. It is usually 10–75 pages, typically covers 6–24 months, and may contain follow-up content.

### Summary of Key Concepts

- Public relations typically involves building long-term relationships with stakeholders.
- Propaganda is persuasion not supported by warranted evidence.

- Symmetric public relations involves social responsibility; whereas, asymmetric public relations is based on one-way communication presenting only one side.
- Glocalization is a national strategy with a local focus.
- Public relations has various functions from lobbying to the creation of social media content.
- There are many types of public relations from various internal forms to external types.
- The relationship between public relations and marketing is fluid and contingent upon changes in technology and innovative applications of technology.
- Public relations roles are technical, technical/managerial, and managerial.
- The four models of public relations move from one-way communication to socially responsible two-way communication.
- Owned, paid, shared, and earned are the types of media coverage.
- Public relations is a process.

## Key Terms

<b>Advertising</b> 12	<b>Political campaigns</b> 22
<b>Asymmetric public relations</b> 6	<b>Press Agent/Publicity Model</b> 16
<b>Brand specialist</b> 14	<b>Process</b> 21
<b>Campaign</b> 22	<b>Program</b> 22
<b>Earned media</b> 19	<b>Project</b> 21
<b>Employee recruiter</b> 15	<b>Propaganda</b> 5
<b>Glocalization</b> 8	<b>Public Information Model</b> 17
<b>Image campaigns</b> 22	<b>Public relations</b> 5
<b>Integrated communication</b> 13	<b>Publicity</b> 19
<b>Integrated marketing communication</b> 13	<b>Senior public relations management/leadership</b> 14
<b>Internal communicator</b> 15	<b>Shared media</b> 19
<b>Internal social media</b> 15	<b>Social campaigns</b> 22
<b>Marketing campaigns</b> 22	<b>Social listening and analytics</b> 15
<b>Media specialist/manager</b> 15	<b>Social media</b> 19
<b>Online media relations</b> 15	<b>Social media influencers</b> 21
<b>Opinion leaders</b> 21	<b>Social media technician</b> 15
<b>Organic public relations</b> 7	<b>Strategic communication</b> 13
<b>Owned media</b> 19	<b>Symmetric public relations</b> 6
<b>Paid media</b> 19	<b>Transactional public relations</b> 7
<b>Plansbook</b> 23	<b>Trolling</b> 21
<b>Policing role</b> 15	<b>Two-way Asymmetric Model</b> 17
<b>Policy maker</b> 15	<b>Two-way Symmetric Model</b> 17
<b>Policy/operations management</b> 14	

## Chapter Questions

- 1.1 Define public relations.
- 1.2 What is propaganda?
- 1.3 What is asymmetric public relations?
- 1.4 What is symmetric public relations?
- 1.5 Define Organic public relations.
- 1.6 What is transactional public relations?

- 1.7 Define glocalization and provide an example.
- 1.8 What general types of organizations use public relations?
- 1.9 Name three functions of public relations.
- 1.10 What are some types of public relations?
- 1.11 Define advertising.
- 1.12 Define integrated marketing communication (MARCOM).
- 1.13 Describe the senior public relations management/leadership role.
- 1.14 What is the policy/operations management role?
- 1.15 What is the brand specialist role?
- 1.16 What is the internal communicator's role?
- 1.17 Define the media specialist/manager's role.
- 1.18 Define the social media technician role.
- 1.19 What is the social listening and analytics role?
- 1.20 Define the online media relations role.
- 1.21 Define the policy maker role.
- 1.22 Define the employee recruiter role.
- 1.23 What is the internal social media role?
- 1.24 What is the policing role?
- 1.25 Describe the press agent/publicity model and offer an example.
- 1.26 Describe the public information model.
- 1.27 Define the two-way asymmetric model.
- 1.28 Define the two-way symmetric model.
- 1.29 Define owned media and provide an example.
- 1.30 Define paid media and offer an example.
- 1.31 What are earned media and offer an example?
- 1.32 What is shared media and provide an example?
- 1.33 Define publicity.
- 1.34 Define social media.
- 1.35 What are the two fastest growing digital tools?
- 1.36 Define social media influencers.
- 1.37 Define trolling.
- 1.38 Define the term process.
- 1.39 Define a public relations project and offer an example.
- 1.40 Define a public relations program and provide an example.
- 1.41 What is a public relations campaign?
- 1.42 Name four types of public relations campaigns.
- 1.43 What is a plansbook?

## Note

- 1 These public relations role labels differ somewhat from the “Think about This . . .” segment.

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# Professional Associations and Public Relations Code of Ethics

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*My biggest problem with modernity may lie in the growing separation of the ethical and the legal.*

(Nassim Nicholas Taleb, 2010, p. 85)

## Learning Objectives

To:

- Describe public relations organizations.
- Know about public relations certification and accreditation.
- Understand what are ethics, legality, and morality, and the differences among them.
- Understand and describe what are public relations code of ethics and code of conduct.

## Introduction

Chapter 2 reviews some public relations professional associations including their missions as well as their public relations practitioner certification and accreditation programs. Additionally, the chapter discusses public relations ethics. A 2013 study about ethics violations by the Ethics and Compliance Initiative found that 41% percent of employees surveyed observed misconduct at work. Sixty percent reported that first-line supervisors, managers, or senior executives violated ethics codes. Sixty-three percent of respondents reported that they shared the misconduct (Ethics and Compliance Initiative, 2013). In a 2017 Washington Post article, North American and Western European executive “resignations” because of misconduct, rose from 4.6% of all departures to 7.8%. In markets such as Brazil, Russia, India, and China misconduct resignations went from 3.6% to 8.8% (McGregor, 2017). These alarming trends call for attention to ethics; codes of ethics and conduct; and programs that foster ethical behaviors.

Such statistics illustrate the importance of and need for ethics standards supported by the entire organization, including top management. The professional public relations associations have taken the lead to develop ethics programs and offer related resources to public relations practitioners. This chapter discusses these topics in greater detail.