

WHAT IS THE POINT OF PLANNING? THE ROLE OF PR IN ORGANIZATIONS AND FOR INDIVIDUALS

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1.0 OBJECTIVE

- Describe the function of public relations departments and how they serve as a bridge between society and organizations or between the people and the government.
- Identify the connection between PR aims and corporate objectives.
- Describe the many media units that comprise the government's information infrastructure departments.
- Explain the characteristics of a PR professional and the function of PR consultant services.

1.1 INTRODUCTION

Prior to this, we analyzed the PR concepts, including what PR is, how it relates to our environment, how it advances organizational goals, and how it might use communication channels profitably. In other words, how could public relations "create consent," i.e., utilize persuasive expertise?

In this course, we will investigate the state and role of PR inside organizations. As a result of the relationship between PR functions and organizational activities, the structure of the PR department can range from a one-person operation to a multi-sector, specialized departmental structure.

We will investigate the public relations structures of the federal and state governments, the public and commercial sectors, as well as research and non-profit organizations. Naturally, it varies from firm to company based on a variety of criteria, including the company's own demands, its goods, its plans, its place in the socio-economic environment, its shareholding pattern, etc. Therefore, our approach will have to be general, but we will draw on examples whenever possible.

One of the lessons to remember in Public Relations, or any management discipline, is to utilize case studies. Only by emulating others can we improve our own experience and avoid making blunders.

1.2 STATUS OF THE PUBLIC RELATIONS DEPARTMENTS

We have already explored the importance of public relations in various organizations, whether in the public or private sector. We have also outlined several imperatives for public relations specialists. In this section, we will discuss the standing of the profession.

As previously said, there is no fixed rule regarding the organization of PR departments.

Much relies on the organization's requirements and output. By its very name, Public Relations imply that they seek public approval for the organization's goals. And the goals and objectives of the organization influence the function of PR staff.

1.2.1 Position of the PR Department within the Organization:

An organization may have departments such as Production, Finance, and Marketing that are responsible for their specific responsibilities. However, the PR function is accountable for both internal and external communications. Briefly, it creates connections between various departments, as well as between the lowest-ranking employees and the top management, as well as between business and its external public. Therefore, a PR department must have continuous and complete access to the executive team.

Since the PR professional is the "official speaker" for his organization, he must report to the Chief Executive Officer (CEO), who is the ultimate policymaker, to be effective. Since the PR professional is also the "official" link between the organization and its specified target audience, particularly the media, he must have access to the department heads.

This does not imply that the PR professional is the only "formal" connection between an organization and its audiences. The Company Secretary, for instance, would deal with shareholders, the Company Personnel Manager with employees, the Company Accountant with financial institutions, etc. On occasion, though, the public relations professional would have to deal with each of these distinct audiences.

One of its most important audiences is the Media, including both the print and electronic media. In determining the stance of PR within an organization, it is crucial to note that there should not be too many "official spokesmen" for the organization. The spokesperson should ideally be the PR representative, in consultation with the CEO and department heads.

In addition to harming an organization's credibility, contradictory press coverage would also undermine the PR practitioner's authority, which would be detrimental to the performance of his duties. "practitioner, a professional who is qualified by education, training, and experience to advise the client or employer on relations with the subject's publics. He approaches his assignment by analyzing the subject's relationships with these publics. He then advises them on the attitudes and activities required to achieve the social objectives, and then interprets the topic for the public. Therefore, the PR counsel is a two-way street. He translates client to public and public to client."

This accurately describes the role and standing of public relations within an organization.

1.3 THE PR STANCE - ITS RELEVANCE TO THE ORGANIZATION AND SOCIETY

As indicated previously in this Unit, Public Relations must be rooted in the environment. In earlier sections, you learned about the genesis of PR, specifically how "Vox Populi, Vox Dei" led to the establishment of this procession. The Voice of the People is still the Voice of God, notwithstanding the passage of ages. In this respect, society has not evolved. Today's society has gotten more complex, resulting in a variety of pressures and demands.

1.3.1 PR versus Social Needs:

Today, more than ever before, a group's existence is contingent on social/public approval. The influence of public opinion on the administration of companies is growing. In addition, the responsibilities placed on public relations professionals are growing.

Let's demonstrate this notion with an illustration. Consider the case of a huge corporation in the private sector that has a significant foreign shareholding. And let us transport you to a time before the liberalization of the Indian economy. This corporation sought government approval for multiple diversification strategies. This concept was challenging in a closed economy. What may it be? It first determined a company's business purpose and then tied it to a corporate public relations objective.

So, let's suppose this company's business purpose was "to earn a profit, expand, and diversify." It was a PR mission, which had to synchronize in with its business objective. "To invest in nationally - responsible activities and build substantiated in ', that the organizational operations were targeted at giving socio-economic benefits to the country. It was thereafter a responsible corporate citizen."

Given that this was the PR purpose, it was evident how closely it related to the commercial objective and how both were inexorably linked to the environment. An organization lives and breathes in the social environment as a component of society. PR professionals must consequently serve as the company's link to society. Therefore, it is critically important for public relations professionals to comprehend society and be sensitive to its requirements so that they may relate these needs to their own organization. Time is required to put this PR objective into action.

The PR process is lengthy because it involves intangibles. This corporation subsequently diversified into nationally relevant sectors, achieving its PR aims. In addition, it engaged in several nationally required social activities. Despite a restrictive climate, the company's projects were approved, and it went on to become one of India's most successful diversified businesses.

This situation calls for caution. It would be incorrect to assume that PR alone contributed to this company's success. It was the company's understanding of the country's needs at the time and its extreme environmental consciousness that helped pave the way. In conclusion, dedication was sincere. PR played a significant part in expressing this to the public; it functioned in concert with corporate policy, with its own purpose being an extension of the business objective of the corporation.

This is a great setting and a good illustration of the efficient application of the Public Relations discipline. Therefore, the PR effort consists of performance followed by acknowledgement.

1.4 THE PR OBJECTIVES AND CORPORATE BUSINESS OBJECTIVES: LINK

Let's explore a single instance of a corporation's business purpose and then identify a potential PR objective. Ideally, the two should be in harmony. If you are a professional in public relations for an agricultural enterprise in either the public or private sector, the issue of foreign ownership may not be pertinent. However, if your company's business purpose is "to continue

making profits and expanding," then your PR objective may be "to build an atmosphere of trust and understanding between the organization and its relevant audience (in this case, the farmer) both regionally and internationally."

This purpose entails the development and execution of various forms of communication, extending to the heart of rural India, and linking our own producers, i.e., the farmers, with international markets, thus achieving the national objective of exporting India's renowned agricultural products.

This straightforward purpose necessitates a range of aspects for a PR practitioner, including connecting with different audiences, in different languages, utilizing a variety of channels and messaging. This task requires the following knowledge: i) the farmer, ii) the products, iii) the marketplaces, and iv) the worldwide demands.

It requires a vast array of information and knowledge, including an awareness of the organization's surroundings and goals. India is currently extending its doors to the rest of the world. As professionals in public relations, you would need to comprehend evolving wants and align those of your firm with those of the nation.

Required Qualities for the PR Department:

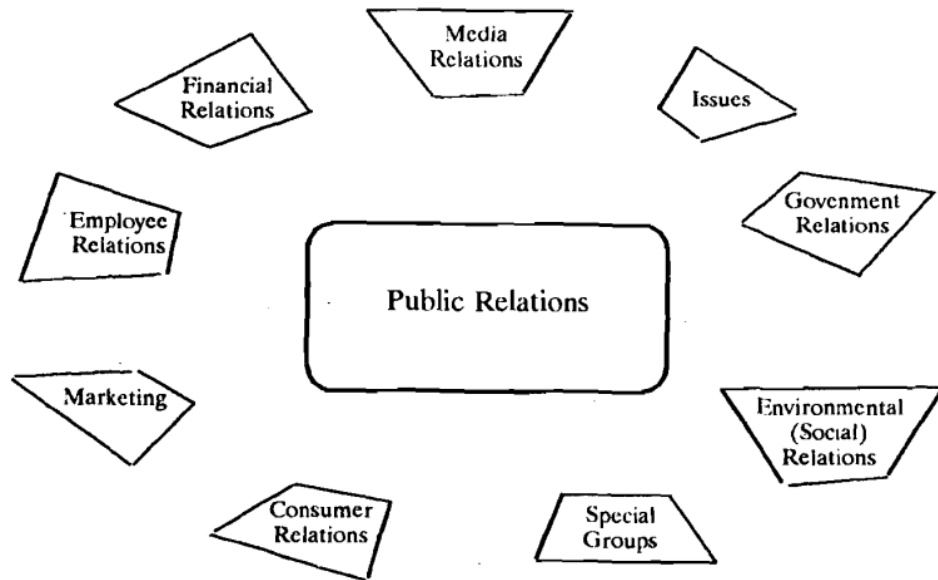
These two instances demonstrate that the PR practitioner must participate in the planning process within his organization. He must also study and grasp the art of mass communication, journalism, psychology, advertising, social sciences, etc., in addition to maintaining frequent contact with the company's upper management. He should be sensitive to society and the environment primarily.

He must comprehend government policies, political systems, and their nuances and economic imperatives; he must have communication skills, be tactful and informative in his interactions with a cross-section of the public; and he must be able to interact with his colleagues at all levels, from the highest to the lowest. A solid understanding of the political, economic, social, and cultural context, as well as an awareness of shifting trends, are crucial for a successful PR campaign.

1.5 DIFFERENT APPROACHES TO ORGANIZING THE PR DEPARTMENTS

The PR function requires access to information due to its nature. Therefore, the PR professional must maintain constant communication with all departments, including upper management.

In this section, we will examine the many organizational strategies that a company may choose for its PR teams. Let us reiterate that public relations are primarily a staff-based activity that facilitates the effective operation of industry within society.



It indicates the flow of Public Relations through the entire organization.

1.6 THE PR FLOW IN AN ORGANIZATION

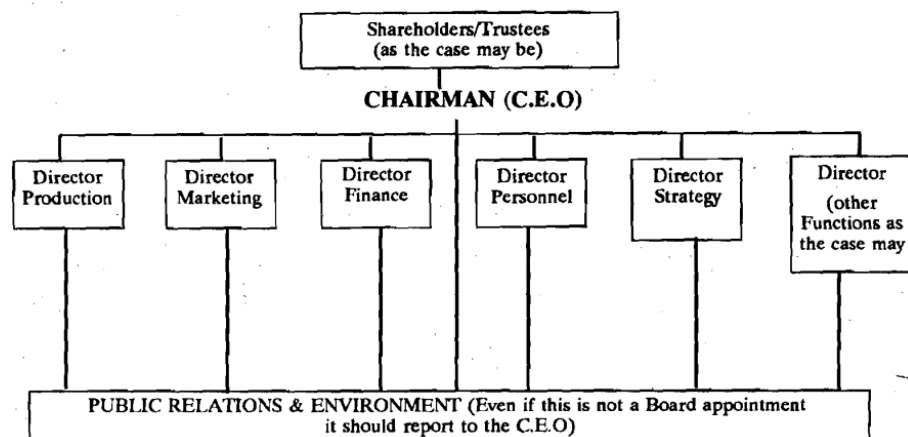
The human mind has no limitations. Since public relations are primarily concerned with human beings, we frequently compare them to a jigsaw puzzle, with each piece being equally vital, relevant, and dependent on the others.

We have described public relations as a staff function that spans both staff and line duties. Therefore, the PR effort must be integrated with marketing and production, which are line duties, as well as finance and personnel, which are more staff functions.

Outside of the organization, it must engage with society in general, with a focus on the stated target public.

Due to the nature of their duties, PR departments should not employ a hierarchical structure.

THE PR RESPONSIBILITY AND ACCOUNTABILITY

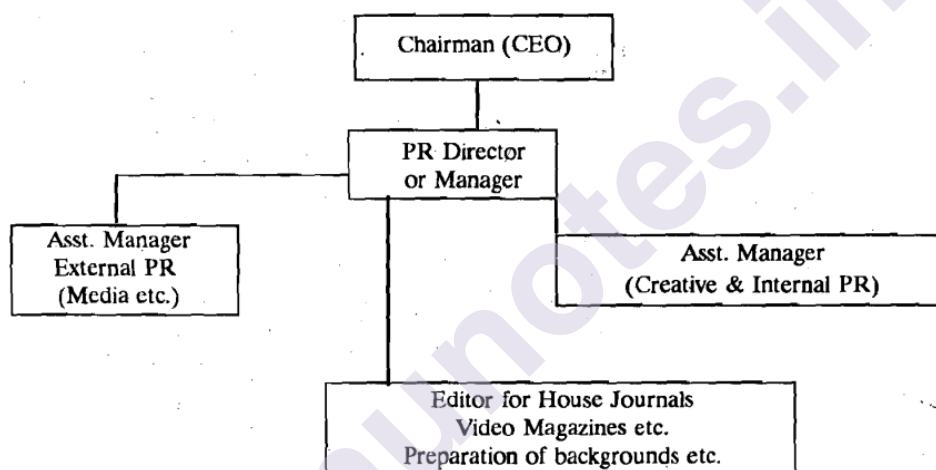


Even while public relations are the primary responsibility of the CEO, the PR practitioner must maintain dotted line ties with all other functions. As a result of the increased significance of its duty in the modern era, public relations have, in many circumstances, become a broader assignment alongside other staff functions.

The term 'dotted line relationships' refers to the indirect links that PR must develop within an organization for it to work effectively, as opposed to the organization's hierarchical hierarchy.

Let us now depict the ideal reporting relationship(s) of the public relations practitioner in a public or private organization. A comparable reporting structure should also be introduced for public relations in non-profit educational help groups.

Let's again depict the ideal PR department staffing in a chart. This would rely much on the size and diversity of the organization (if diversified). Consider, for the sake of illustration, a big (diversified) governmental or private sector organization.



If the company's operations span the entire nation, the PR professional would require committed resources throughout the company's major cities of operation.

1.6.1 Role of the PR Consultancies:

In addition to having PR professionals on staff, a firm also has the option of using outside consultants. Independent consulting firms and advertising agencies offer consulting services. The quality of the public relations service is heavily dependent on the skill and experience of the practitioners.

There are advantages to utilizing outside consultants, such as their ability to provide impartial, objective counsel and their potential to have a broader range of clientele expertise.

They may be compensated for the work commissioned, but the hiring agency retains the right to terminate the agreement. There are practical disadvantages to this. There is a lack of consistency in operations, and

employees may have limited practical knowledge of the organization, preventing them from providing prompt service.

On the other hand, having an internal PR department offers the benefit of allowing the PR personnel to create cordial relationships at all levels, as well as foster improved internal ties and expedited press information services. Additionally, when the business expands, specialists may be recruited. But for short-term objectives, it is preferable to seek professional assistance. It would depend on the organization's size and the nature of its public relations efforts as to whether it should have an external consultant or its own public relations department.

In industrialized nations, public relations specialists play a crucial role. In India, the idea is gaining traction. The future holds a larger role for consultants in India.

Points to Remember About the PR Set-ups:

- The organization's size, aims, and requirements influence the nature of its public relations infrastructure.
- The size of the PR department could range from a single individual to a complex multi-department structure with specialized sections staffed by competent personnel in charge of specific operations.
- The department of public relations is responsible for both horizontal and vertical internal communication inside a corporation. Therefore, the PR director must have access to the executive team.
- It connects the organization with its external publics; hence, it must establish external communication to promote the organization's image.
- A company could function with its own PR team.
- A company could hire an external PR consultant instead of employing a PR team.
- For specific special initiatives, a company may additionally retain the services of skilled consultants in addition to its own workforce.

Check your Progress:

1) Write in brief about the Role of PR Consultancies

2) What are the PR and Corporate Business Objectives?

1.7 STRUCTURES OF CENTRAL AND STATE GOVERNMENT PR DEPARTMENTS

What is The Point of Planning? The Role of PR in Organizations and For Individuals

1.7.1 History of Indian Information Services:

The oldest Information Service of India was established by the Government of India under the The Central Bureau of Information, which is currently known as the Press Information Bureau, was established. After the First World War (1919), the war was transferred to the Home Office. The Central Bureau of Information became a permanent body in 1923 and the information operations of several departments were integrated into it.

In 1939, the Director General of Information was appointed to manage and coordinate the War publicity through the available media of the time. In the month of October 1941, the The Department of Information and Broadcasting was established, along with other government agencies. Publicity agencies operating under the authority of the other departments were brought into consideration under their centralized command. However, the Public Relations Directorate continued to be under the supervision of the general headquarters.

In 1927, broadcasting existed in a limited capacity. More than a decade passed before the The Indian State Broadcasting Service will be replaced with the All-India Radio. In 1941, the Department of Information and Broadcasting assumed responsibility for the "Broadcasting" subject from the Department of Communications. The Department of Information and Broadcasting was designated as the coordinating agency for The Government of India's Information and Publicity efforts. In 1947, the divisions of the Ministry of Information and Broadcasting. Since gaining independence, India has established a vast network of mass media facilities using both traditional media and innovative satellite communication.

The Two have combined to generate the information revolution in a nation that has experienced one impact not just on the nation's consumer aspirations, but also on the development of political awareness. Society has undergone a tremendous socioeconomic transition. With CNN (Cable News) there are no longer any territorial restrictions to communication networks), Star TV, and BBC (British Broadcasting Corporation) can reach even our television isolated villages. The opportunities that this type of reach brings up for both government and business. Business is astounding. Indian peasants living in the most remote villages.

Now, residents of Purulia, West Bengal, and Anaparti, Andhra Pradesh, are aware of not just.

India, but of the entire globe around him.

1.8 NEED FOR THE GOVERNMENT INFORMATION MACHINERY

For a government to function efficiently, creating connections with its citizens is crucial. Especially so in a democracy such as India, where the support of the people is crucial for the government to exist. This entails assessing the public's demands and the Public Relations Department's objectives and prioritizing them while establishing national policy. Therefore, it is essential to communicate to the populace the government's programs, plans, and accomplishments so that the benefits permeate all sectors of society.

It is equally important to collect information about popular attitudes and opinions. This is done to change or alter policies, as necessary. The Information and Broadcasting Ministry handles these communication and feedback collection responsibilities.

All news regarding the Indian government is communicated to the media by the information or public relations officer in the ministry. It is the responsibility of the information officer to publicize the program of the ministry to which he is assigned and to keep the ministry apprised of public responses.

1.9 MEDIA UNITS OF I & B MINISTRY

The Indian government's public information is managed by "Media Units" under the I & B Ministry.

Akashwani, Doordarshan, Films Division, Press Information Bureau, Registrar of Newspapers for India, Publications Division, Directorate of Field Publicity, Directorate of Advertising and Visual Publicity, Photo Division, Song and Drama Division, and its Research and Reference Division are the Media Units that inform the public about the plans and Programs of the Central Government, National Centre for Children and Youth Films, National Film Development Corporation, Film and Television Institute of India, Indian Institute of Mass Communication, and the Directorate of Film Festivals.

- The head of **Akashwani** is the Director General. Our nationwide radio stations constitute a large network that serves 90 percent of the people and covers about 90 percent of the country. Akashwani's News Services Division is one of the largest of its kind in the world. As a medium, AIR has the greatest national reach.
- **Doordarshan Kendra (DDK):** The Indian Television Network was renamed "Doordarshan" in 1976, when it was separated from the Akashwani (AIR). It has increased its scope of work significantly over the past two decades, and new stations are being constructed across the country, although AIR's reach is still greater. Likewise, a Director General is in control at the center of this organization.

- **The SITE (Satellite Instructional Television Experiment)** was conducted in 1975 to provide education, social awareness, health and family welfare, national integration, and other Programs to India's rural areas. The experiment was a success in providing rural India with Programs on education, social awareness, health and family welfare, national integration, etc. With our own satellites, instructional, educational, and entertaining programming is being broadcast across the nation.
- **The Films Division (FD):** It was established in 1948 to use the medium of 'film' to disseminate information on key problems such as national integration, family welfare, and the eradication of social evils such as untouchability and caste by creating documentaries and instructional films.
- The major duty of the **Press Information Bureau (PIB)** is to inform the public on government policies, decisions, and Programs. It also distributes news to electronic media. It offers services in both English and local languages. The PIB is among the world's major public information agencies.
- **Communications The Office of the Registrar of Newspapers**, which was established in 1956, is responsible for investigating different elements of the expansion of the Indian Press, with specific regard to patterns of ownership and circulation.
- **The National Film Archives of India (NFAI):** This institution was established in 1964 with the purpose of acquiring and preserving the history of the National Cinema and the finest examples of World Cinema, classifying document data, and promoting film study.
- **The Indian Institute of Mass Communication (IIMC)** has completed more than thirty years of service as a national institution for Mass Communication education, training, and research. It offers a variety of short-term and customized courses in response to identified needs.
- **The Photo Division** is the largest photographic unit of its kind in the nation, with an extensive collection of images pertaining to news events and socioeconomic growth. It provides images for visual publicity to other units.
- **The Film and Television Institute of India (FTII)** provides technical training in filmmaking and in-service training to Doordarshan employees.
- **The National Film Development Corporation (NFDC)**, established in 1980, engages in a wide range of activities, including film production, export of Indian films, import and distribution of foreign films; construction of cinema theaters, import of raw stock, aiding in

the development of technology, and the production, recording, and marketing of video cassettes.

- **NCFCYP: The National Centre of Films for Children and Young People.** This organization, formerly known as the Children's Film Society of India, was created to promote films suitable for children and adolescents. It provides clean entertainment by developing, acquiring, and distributing children's films and by hosting children's film festivals.
- **The Directorate of Film Festivals** was established to encourage Indian and international cinematic excellence. It accomplishes this by arranging film awards and film festivals in India, as well as by participating in International Film Festivals.
- For both internal and external publicity, the Publications Division creates, sells, and distributes books and journals on subjects of national importance. It is one of the largest public sector publishing houses in India. **Yojana** is a biweekly publication focused on planning and development.
- **The Directorate of Field Publicity** is the nation's largest grassroots rural-oriented public relations organization. Through its field units located in various regions of the country, it organizes public education campaigns. The Directorate functions as a two-way communication channel by collecting and relaying to the respective ministries the public's feedback to government policies and Programs.
- **The Directorate of Audio-Visual Publicity (DAVP)** is the central agency responsible for disseminating government Programs in economic and social development through advertising and the visual media of communication, including advertisements, printed publicity materials, exhibitions, and other outdoor publicity.
- **The Song and Drama Division** employs entertainment media to achieve national goals. The media includes plays, folk recitals, ballets, etc. that address issues of national importance.
- This center's **Research and Reference Division** was established in 1950 to provide Research and Reference materials to ministries, media units, and other government entities, mostly in the form of backgrounders. Departments

The staffing of all these units is intricate since it reaches every nook and cranny of our large nation. The East unit designs its own criteria in accordance with national goals.

1.10 THE STATE GOVERNMENT PR MACHINERY

Let us now briefly analyze the status of the PR apparatus in state administrations.

The States, like the federal government, have their own media divisions to communicate information to the public. The District PROS are the most notable members of this organization.

Each state maintains a Directorate of Information and Public Relations that coordinates efforts at the state level via publicity offices in the field. The power of these units is modest. It depends on unique requirements.

Each directorate may have parts such as:

- 1) The scrutiny section, which monitors public reaction.
- 2) The planning and development wing.
- 3) The cultural development section.
- 4) The information wing, which supplies the press with information.
- 5) The publications wing.
- 6) The field publicity and exhibition section.
- 7) The advertisement wings.
- 8) The special campaign wings.

1.11 STRUCTURING OF THE PUBLIC RELATIONS DEPARTMENTS IN THE PUBLIC, PRIVATE AND VOLUNTARY SECTORS

- A) Since independence, the Public Sector has experienced phenomenal expansion in terms of size, depth, creation of internal resources, revenue, and overall investment. In India, the Public Sector consists of utilities such as the railways, road transport services, postal and telegraph services, power, and irrigation, as well as numerous defense establishments and government projects such as the Integral Coach Factory. The Central Public Sector Undertakings also comprise enterprises in which the Central Government owns 51 percent of the shares. These can be classified as:
- Those that produce things, such as coal, petroleum, steel, engineering, pharmaceuticals, and agricultural products; and
 - Those providing services such as transportation, commerce, technological consulting, tourist services, and finance.

The nature and special characteristics of the public sector, such as its vast labor force, chronic losses, policies, and product quality, generate more public interest than those of the private sector. Considering this, PR employees must be fully devoted to the idea of the public sector, and public sector units must have professional infrastructures with sufficient workforce and functional facilities. The Chief of Public Relations must

have direct access to the organization's major information sources and be familiar with the government's industrial policy perspective.

- B) **The Private Sector:** Public Relations in the private sector must permeate all departments, including staff, sales, etc. Relations with the shareholders, distributors, dealers, suppliers, customers, government, the local community, the press, and the staff are included in this PR effort. Maintaining two-way internal communication between the management and its staff as well as the external public is the primary responsibility. The structure of the PR department would be determined by the organization's activities, aims, and size, with the organization's image projection being the primary function. As these are profit-driven businesses, the expansion and very existence of the organization will be contingent on the success of the PR initiatives. In India, the rise of the PR infrastructure in the private sector has been haphazard and unplanned. However, it is essential that the leader of the PR department be a professional.
- C) **Personnel in Voluntary Organizations:** Since Voluntary Organizations are non-profit, they must seek funds to carry out their social responsibilities; nevertheless, the PR job performed by its employees is unpaid. To gain financial assistance, voluntary organizations must organize and market their public image. The individual in charge of public relations may be a department's volunteer, or the organization may employ solely officials from its headquarters. A forward-thinking non-profit may also use the services of advisors.

Check your Progress:

- 1) Write about any 6 Media Units of the I & B Ministry.

- 2) Write a brief history about the Indian Information Services.

- 3) Briefly analyze the status of the PR apparatus in state administrations.

1.12 SUMMARY

- PR creates connections between various departments, as well as between the lowest-ranking employees and the top management, as well as between the business and its external public.
- The PR process is lengthy because it involves intangibles.
- The PR professional must maintain constant communication with all departments, including upper management.
- The quality of the public relations service is heavily dependent on the skill and experience of the practitioners.
- For a government to function efficiently, creating connections with its citizens is crucial.
- The head of **Akashwani (AIR)** is the Director General
- The States, like the federal government, have their own media divisions to communicate information to the public. The District PROs are the most notable members of this organization.
- The PR Departments are divided into 3 - Public, Private and Personnel in Voluntary Organizations

1.13 QUESTIONS

1. What is the role and status of a PR practitioner in his organization?
2. What would a PR man need for smooth functioning?
3. What should the reporting relationship of the PR be?
4. State some advantages of hiring PR consultants?
5. Why should the structure of the PR Department be flexible?

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PUBLIC RELATIONS CONTEXTS, WHAT IS PUBLIC OPINION?

Unit Structure

- 2.0 Objective
- 2.1 Introduction
- 2.2 Public Opinion
- 2.3 Definition of Public Opinion
- 2.4 Opinion Formation
- 2.5 How is Public Opinion Formed?
- 2.6 Propaganda, Public Opinion and Public Relations
- 2.7 Significance and Role of Public Opinion
- 2.8 Public Opinion Research in Communication and Public Relations
- 2.9 Political Socialization
- 2.10 Classification of Pressure Groups in India
- 2.11 Managing Effectiveness
- 2.12 Summary
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2.0 OBJECTIVE

- define "public opinion."
- explain the factors involved in effective communication.
- explain how propaganda is different from public relations.

2.1 INTRODUCTION

Communication is a multi-faceted or multi-dimensional discipline. With increasing societal complexity and competition, communication professionals must face the challenges of making their communications more targeted and appealing to their target audiences to elicit the desired response from them.

In the previous Unit, you were exposed to the definitions of Public Relations, as well as the use of phrases such as "publicity," "public affairs," and "corporate communications." You should now be familiar with the fundamentals of Public Relations, the numerous 'publics,' and the values of Public Relations. In this Unit, we will examine the roles of terminology like advertising, publicity, and propaganda in Public Relations. The definitions of these terms will be provided first, followed by an explanation of their links.

A quick overview of the precise roles that advertising, publicity, and public relations play in circumstances may allow you to comprehend their similarities and contrasts. You will also learn about the function of advertising and public relations in the media.

The role of public opinion in Public Relations is another topic we will cover. This will aid you in assessing public opinion by utilizing several instruments of public opinion research. Additionally, the concept of social marketing in Public Relations would be introduced.

2.2 PUBLIC OPINION

From the perspective of public opinion, a 'public' is a collection of people with similar interests who share a consensus on a problematic issue. Kuppuswainy describes the public as "a spontaneous assemblage of individuals in reaction to a particular event." To further elucidate the concept, it is a topic / controversy that unites the public. You must keep in mind, however, that the 'public' is heterogeneous and not a single entity. The term 'public' is not restricted by size or geographical borders.

The perspectives, interests, and aspirations of the populace are the foundation of a democratic government. Certain groups or associations attempt to influence the government's decision-making or policy formation in accordance with their interests. Such organizations are termed pressure groups. The management of the government that represents the people is based on the public opinion voiced by the people. Democratic authority emanates from the populace.

It solicits opinions on a variety of problems of general interest. No administration, democratic or otherwise, can afford to disregard public opinion and pressure organizations. Every government respects the public's feelings. It is always interested in their response to matters that directly or indirectly involve them. Public opinion and pressure organizations play a crucial role in every political system.

Let us now analyze the meaning of the term 'opinion' and its many nuances.

According to Webster's Seventh New Collegiate Dictionary, an opinion is "a mental opinion, judgment, or evaluation on a particular subject." An opinion is more powerful than an impression but weaker than information. It implies a well-reasoned yet debatable conclusion. An idea that is established is a 'sentiment,' and if held firmly, it is a 'conviction.' A 'view' is an opinion that is biased.

2.3 DEFINITION OF PUBLIC OPINION

Public Opinion is the statement of a belief held in common by a group of individuals regarding a contentious matter of broad concern. The formation of public opinion derives from the expressed individual viewpoints of group members. Whose opinions are susceptible to group influence.

According to the Dictionary of Mass Communications, public opinion is the expression of all group members who are paying attention to a certain problem. The process commences with the interaction of individual attitudes, worldviews, and beliefs around a problem.

Typically, public opinion is expressed following controversies, disputes, and debates about contentious matters pertaining to the welfare, doctrines, and values of a group. Public opinion is stirred anytime a contemporary topic or question arises over which members of a group are likely to dispute. An issue is a condition or incident that threatens to disrupt the dominant values, beliefs, and attitudes of a group, hence provoking debate, and the expression of public opinion. Reservations for disadvantaged classes and the merit question are examples of such issues.

Reservations for disadvantaged classes and the merit question are examples of such issues. With which the Indian public has begun to contend. Nuclear material testing that pollutes the environment is a global concern that compels individuals from all over the world to adopt positive or negative stances on the issue. Similarly, the issue of nuclear non-proliferation and India's stance on it, as well as the GATT agreement, have aroused considerable controversy.

Public opinion is not merely the opinion of a group's majority. On any subject, the interested public will divide into two or more distinct camps that are not necessarily conflicting or exclusive. The cause of public opinion is determined by the attitudes and prior experiences of the public as well as the intricacy of the problem. The viewpoint must be indicative of the entire group. Thus, public opinion is the collection of beliefs voiced by a substantial number of individuals regarding a matter of broad significance. Public opinion is a formidable power, especially for a public relations professional.

2.4 OPINION FORMATION

The fundamental purpose of public relations is to measure, analyze, and influence public opinion, which is shaped by the views of the public's members. Consequently, it is essential to comprehend the significance of attitudes, the reasons why people hold the attitudes they do, and their function in the formation of opinions.

Attitudes are a person's feelings or emotions toward or against a certain person, organization, problem, or thing. They indicate an individual's inclination to assess contentious issues favorably or negatively. Simply put, an attitude is a way of perceiving circumstances. An opinion is an attitude that is stated.

Changes in attitude may occur under a variety of circumstances, such as when our current attitude no longer satisfies us or when our aspirations increase. By developing new beliefs or appealing to emotions to elicit favorable or unfavorable attitudes, communications can bring about attitude changes. It is believed that appealing to the physical, social, and

economic requirements of people is helpful in influencing their attitudes, e.g., advertisements for life, property, etc., have a great deal of public acceptability and response.

2.5 HOW IS PUBLIC OPINION FORMED?

An individual's attitudes and their expression in the form of opinions are psychological phenomena. A group is incapable of reaching a conclusion. How is public opinion formed, given that a group cannot form an opinion?

Individuals forming a group and expressing their own opinion on a contentious issue shape public opinion. Public opinion is a composite opinion formed by the interplay of the individual opinions of a group's members. The change of individual opinion into public opinion in response to group stimuli is a distinguishing feature of the public opinion development process. This transformation is frequently referred to as the "group mind," which is the sum of the ideas of group members. We refer to this as a popular opinion.

The influence exerted by the members of a group on an individual's opinion results in the transformation of individual opinion into group opinion. Opinions of group members are impacted by what they hear from opinion leaders, other members of the group, or outsiders; what they read in newspapers, magazines, and books; and what they see in real life or on television. Individual opinions are influenced by their wants, emotions, experiences, inheritance, culture, economic standing, and education, in addition to group pressures. Public opinion comes from the interaction of individual attitudes, opinions, and group opinion.

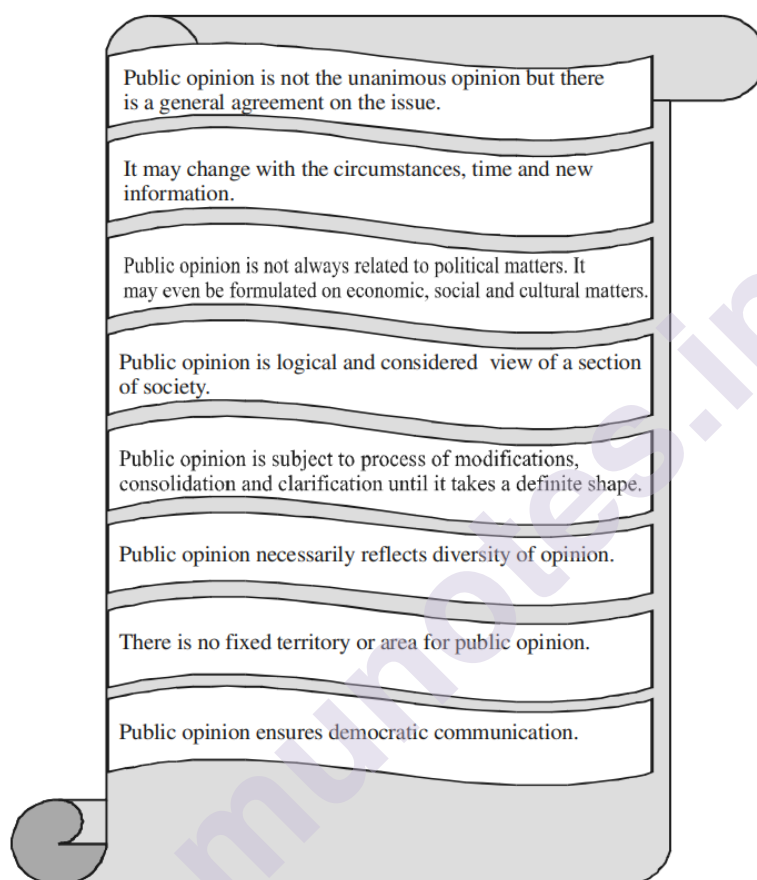
2.6 PROPAGANDA, PUBLIC OPINION AND PUBLIC RELATIONS

Propaganda is defined as the expression of opinion by individuals or groups with the intention of influencing the opinion or behavior of other individuals or groups for a predetermined aim, with reference to the concepts of public relations. Although in its broadest form, propaganda tries to advance a cause, such as religious faith, and hence can be considered legitimate persuasion, it has acquired a poor reputation since it has been used to incite hatred and terror during wars. It is still utilized by concealing information. Therefore, propaganda has developed a reputation for brainwashing and cruelty. It possesses one or more of the following traits:

- using words with many meanings
- appeals to people's prejudices and incitement of negative emotions such as fear, hatred, etc. - evasion of the truth, concealment of information, and distortion
- provocative exploitation of trivia
- exclusive presentation of one-sided arguments
- recurring

Public Relations is frequently referred to as propaganda by its detractors to imply that it also manipulates public opinion. Even though Public Relations aims to influence public opinion, it is not propaganda. Public Relations is a straightforward, honest, and long-term endeavor to develop a positive image based on facts and performance. It has no nefarious or short-term self-serving motives to hide facts to mislead the public. In contrast to propaganda, it is built on two-way communication.

CHARACTERISTICS OF PUBLIC OPINION



2.7 SIGNIFICANCE AND ROLE OF PUBLIC OPINION

It is believed that public opinion is crucial to the successful operation of democratic communication in the system. Public Opinion is the expression of citizenry's viewpoints. No nation can afford to disregard it. A strong and influential public opinion can even shake the foundations of dictatorships. The strength of a democratic system depends on its respect for the intellectual capacity of the populace. There should be an open and equitable exchange of ideas to solve societal issues. In achieving this democratic objective, public opinion assumes a vital role. It creates a broader knowledge and encourages citizens to evaluate situations from various perspectives. Importance and function of public opinion can be described as follows:

- (a) **Policy Formulation Guide:** Public opinion serves as the policy formation guide for the government. In general, a government operates based on the mandate it receives through elections and attempts to acquire the support of the populace to fulfill electoral pledges.
- (b) Government is constantly under the influence of public opinion and takes this into account when developing legislation for its general benefit. People's perspectives on a variety of problems invariably impact government policies. In the given circumstance, the government is aided in enacting legislation by public opinion.
- (c) **Public opinion functions as a watchdog.** It controls the government and prevents it from becoming irresponsible. While criticizing the government's misguided policies, popular opinion always keeps the government vigilant. Government is always aware that if it goes against the wishes of the people, the people will not vote for it or return it to power.
- (d) **Protects Rights & Liberties:** Public opinion serves as the protector of citizens' rights and liberties. In a democratic nation, citizens are free to criticize or support the government as they see fit. A more effective and beneficial use of this right not only inspires or motivates the government, but also maintains the government's commitment to the rights and liberties of the people.
- (e) **Serves as a Potent Force in the International Arena:** - Public opinion has attained global significance. Popular opinion influences international affairs. In the era of globalization, concerns such as the promotion and protection of human rights, the environment, and discrimination based on race, religion, or sex, as well as the prevention of child labor and terrorism, hold the international community accountable to public opinion. Therefore, governments are also cognizant of foreign public opinion. No democratic administration can, in fact, afford to disregard public opinion.

Check Your Progress:

1. Define Public Opinion. And state its role and significance.

2. Examine the role of public opinion in the democratic system of India.

3. Describe the various agencies of public opinion.

4. On what basis do we classify the pressure groups in India?

5. Discuss the role of pressure groups.

2.8 PUBLIC OPINION RESEARCH IN COMMUNICATION AND PUBLIC RELATIONS

Today, sound, and substantial Public Relations research is more vital to the management of all organizations than it was in the past. Top-level executives devote a significant amount of time to analyzing how public perceptions of their industry affect their future operations or present growth prospects in the marketplace. The focus of opinion research and Public Relations research has shifted from the study of traditional publics to a larger emphasis on the study of "problems" and how to influence public perceptions for the advantage of the target audience. The instruments of public relations research may not have changed significantly during the preceding decade. But then is a comprehensive effort to deliver timely and actionable processed data to decision-makers efficiently and promptly.

Research in Public Relations serves three purposes:

- 1) The majority of the time, it only confirms beliefs and hunches regarding the level of public opinion on a certain issue or corporation. In many ways, this type of backup function is comparable to the usage of quality control systems in the manufacturing sector of a corporation.
- 2) A second function of research is to explain questions for which there is insufficient information or contradictory evidence. Research can clarify what people mean when they say they like or detest an organization, the reasons they cite for these feelings, and even the source of these feelings.

3) The findings of research reorient our thinking and conceptualization of Public Relations issues.

It assists us in defining and focusing on our aims and target audience, as well as assigning priorities to Public Relations challenges and actions.

For performing public relations and public opinion research, a variety of research methods are available.

Conducting a content study of how the press, published data, and similar sources cover a particular issue or problem is a time-honored and still-useful technique. This type of desk research provides a fairly accurate assessment of the problem's significance and often provides helpful indications as to which aspects of it appear to be generating the most public interest.

Many people equate Public Relations research with public opinion polls and the Scope of Public Relations with its many market research and survey approaches, each of which has advantages and disadvantages. Utilized properly, these many methodologies can complement one another and generate a mosaic of data that provides new insights into long-standing issues.

Another sort of beneficial opinion research for Public Relations practitioners is the depth survey. This is merely an effort to allow the public to provide the researcher with feedback on the Public Relations programs. In these surveys, the researcher takes care not to impose his viewpoint on the respondent. In the early phases of a program, depth studies are useful for identifying the problem's boundaries. Additionally, they might generate extremely valuable subjects for the public relations effort.

Quality research requires time. And if conducted, it should not be rushed, even if the results are urgently necessary. It must take its own course, with all procedures completed thoroughly and data analysis performed correctly, to generate the necessary leads for the Public Relations strategy and program.

2.9 POLITICAL SOCIALIZATION

Political socialization is the fundamental process through which each person is orientated about political matters. A person lives and develops in the context of family, community, friends, locale, and region. In association with their respective groups, attitudes, beliefs, and values regarding the political system take shape. Family and peer groups are the most influential in personality formation and character development. They give the fundamental framework for influencing the individual's thoughts and opinions. This process shapes the perspectives and responses of individuals to political situations based on their orientation.

Press:

Print media consists of newspapers, magazines, brochures, journals, etc. Press or print media report on all political and social events occurring in the world. It sheds an abundance of light on contemporary situations. In actuality, the press serves as the watchdog of democracy by conveying public opinion to the government. Through the press, individuals express their criticism or support in the form of articles or comments. Make the government accountable and responsible. In truth, the government also uses the media to promote its policies and programs. It attempts to promote its accomplishments to sway public opinion in its favor.

Radio and Television:

Electronic media, such as radio and television, serve as a reflection of social life. Print media solely affects the educated. Electronic media have a significant role in gathering information and shaping the minds of the uninformed masses. Audio-visual media is employed as a potent tool for social transformation and establishing a new social order devoid of social ills. It is used to educate the public on difficult topics such as casteism, communalism, and violence. By means of radio and television, the public expresses their views and ideas regarding various government policies and programs.

Cinema:

Cinema has traditionally been the medium of entertainment and education. People's artistic and intellectual requirements are met by the movie. It cultivates innovative ideas and conventions regarding political and social issues in society. Films, both narrative and documentary, have a natural effect on the way people think. This audio-visual strategy can even persuade illiterate individuals.

Public Events:

Public forums or gatherings are powerful techniques of shaping public opinion for many social, cultural, intellectual, and political endeavors. Through lectures, seminars, symposia, workshops, and conferences, they can address public issues and attract large crowds.

They attempt to develop a personal and emotional connection with the public and encourage them to take positive and healthy actions.

Political Parties and their activities:

Political parties shape and direct public opinion. They are known as opinion organizers.

Political parties not only educate the public on a variety of public topics. Their objective is to raise political awareness and encourage individuals to consider public issues. To influence public opinion, political parties print periodicals, booklets, flyers, manifestos, and posters, among other materials.

Opinion Surveys:

Opinion polls aim to reveal the current state of popular sentiment. They are a highly efficient method of getting information about the public's attitudes and opinions on a variety of political, social, cultural, economic, etc. issues. Typically, they are conducted by professionals who select representative samples of the population. Recently, they have become a popular and useful approach for understanding and analyzing public opinion. In certain instances, these opinion polls were unable to accurately analyze the circumstances, resulting in fabricated results or forecasts. However, they have an undeniable sway over popular perception.

Educational Establishments:

Included among them are schools, colleges, literary organizations, study circles, universities, libraries, etc.

They can influence public opinion significantly. Teenagers are easily influenced by the opinions of others. Therefore, the appropriate type of training is crucial for this age range.

Through Debates, Talks, and Seminars, etc., eminent leaders, researchers, and educators shape the leadership abilities of students and assist shape public opinion. Diverse extracurricular activities, such as Drama, Symposium, Painting/Slogan Writing Competition, etc., are also highly beneficial in sensitizing pupils to major national and worldwide concerns.

There are restrictions on the application of popular opinion. It is considered that citizens care about local and national concerns. The public is adequately informed. The public reasonably and logically arrives at a rational conclusion. The public's view is expressed through elections/polls. The government is constantly kept on its toes by public opinion, and a vigilant government adopts legislation based on the social and moral ideals articulated by the public. Public opinion is the voice of action's interested observers.

Public opinion represents the diversity and multiplicity of opinions. Occasionally, it is treated with extreme casualness. It is a question of interpretation. It is not the opinion itself that is at fault, but rather its interpretation. Occasionally, samples may also be inappropriate. People in modern mass cultures read, hear, and view so much that it is not always easy for them to distinguish between reality and fiction. As a result, informed news and opinion discrimination poses a formidable challenge to the public. However, public opinion remains a highly effective mode of communication between the government and the people.

Pressure Groups:

You have gained knowledge about how public opinion influences government policies. In addition to political parties, several voluntary groups exist to preserve the unique interests of individuals in society.

Pressure or interest groups are organized groups with common and societal interests that exert pressure from the outside to influence decision making. There are pressure groups in every nation, and participation is entirely voluntary.

These pressure groups have a restricted and specific concern. They have a casual, closed, and unnoticed personality. In contrast to political parties, they do not participate in elections.

They exert pressure on the government using a variety of ways and are hence known as pressure groups. Despite this, they play a considerable influence in the country's politics. The pressure organizations aid in the mobilization of public opinion and contribute to the political operations of the political parties.

Various forms of pressure group activity are spawned by distinct party systems.

The working methods and styles of pressure organizations vary amongst political systems. It is primarily determined by five factors:

- (i) the structure of political institutions,
- (ii) the nature of the party system,
- (iii) the political culture and attitudes of leaders and citizens,
- (iv) the nature of the issues and problems at hand, and
- (v) the nature and type of the affected interest groups.

2.10 CLASSIFICATION OF PRESSURE GROUPS IN INDIA

As you have already heard, pressure groups exist in every nation; India is no exception. They exert influence on decision-making for their own benefit. According to their aims and objectives, they can be divided into the four groups listed below.

(a) Professional Pressure Groups:

This category comprises pressure groups created by employees of a specific occupation or profession to protect their interests. The most organized and powerful pressure groups have always been under the command of the largest corporations due to their vast expenditure of resources, availability of technical and managerial personnel, and close ties with elite groups in government, the media, the administration, and opposition parties.

Several large corporations have an influential lobby in the parliament and legislature.

In addition, they have representatives and Public Relations Officers who maintain contact with administration and the highest levels of

bureaucracy. The FICCI is the largest and most influential private capital organization in India. It represents about 40,000 businesses. It includes a vast business corporate world. Political parties are financially dependent on it. In return, they serve their own interests by providing concessions in the form of trade, tariffs, investment taxes, etc. In the modern context of globalization and liberalization, FICCI's function is even more crucial. The government seeks this group's suggestions and opinions on significant economic and commercial policy matters.

The other well-known business groupings include ASSOCHAM, or the Associated Chambers of Commerce, CII, the Tatas, Birlas, DCM, Dalmia, and Hindustan Lever, etc. They all attempt to influence the government's industry policies and laws.

Professional pressure groups also include Trade Unions, Peasant organizations, Teacher and student organizations, and other associations such as the All-India Medical Association and the All India Postal and Telegraph Workers Union, among others. Thus, the influence of big business on the country's financial, industrial, and commercial policies has been substantial over time.

Trade Unions and Peasant Organizations trace back to the time preceding independence. The All-India Trade Union Congress (AITUC) was established in 1920 to advance the socioeconomic concerns of the working class. These are instances of Trade Unions: Hind Mazdoor Sangh and Centre of India Trade Unions (CITU).

The other trade unions in other sections of the country, including those for electricity, water, banks, insurance, etc., are associated with the All-India organizations to some extent.

Observers have noted that political parties have exploited farmers and peasants for their personal benefit. So there was a demand for them to join to achieve their goals.

They all want their agricultural interests to be adequately protected. Their primary goals include obtaining higher prices for agricultural products, fertilizer subsidies, the availability of loans and manure, etc. Farmer's organizations such as Bhartiya Kisan Union in Haryana, Uttar Pradesh, and Punjab, Karnataka Rajya Sabha, etc. affect government decisions in the agricultural sector. Additionally, they contribute to the enhancement of national and class consciousness. They lack the financial resources of the capital but have the resolve and unity to strive for the uplift of the disadvantaged.

In the field of education, students, teachers, and non-vocational staff (school, college, university) have unions to mobilize public opinion and exert influence on the government for the protection of their interests, such as P.F., Gratuity, Bonus, LTC Facility, Leaves, opening of additional professional institutions, adequate transportation facilities, fee structure, etc. Examples include the National Students Union of India, the Bhartiya

Janata Yuva Morcha, the All-India Teachers Association, the All-India Students Union, and the Delhi University Students Union.

Public Relations Contexts, What is Public Opinion?

b) Sociocultural Pressure Organizations:

There are numerous types of sociocultural pressure groups concerned with community service and the advancement of the interests of the entire community. Additionally, there are a handful that promote their language and faith.

The following examples illustrate:

Arya Pratinidhi Sabha, Jan Sewa Sangh, RamaKrishna Mission, Arya Samaj, Jamaat-E Islami, Rashtriya Swayam Sewak Sangh, Vishwa Hindu Parishad, Shiromani Gurudwara Prabandhak Committee, Parsee Anymans, Young Men Christian Association, Bajrang Dal, Sanskrit Sahitya Academy, Punjabi Academy, Marathi Sangh, Bhartiya Adim Jati Sangh, Saranartha of People Society.

c) Institutional Pressure Groups:

There are several pressure groups that operate within the government itself. They influence government policy in their favor without participating in the political system directly. This category included organizations such as the Civil Services Association, Police Welfare organization, Gazetted Officers Union, Defense Personnel Association, Army Officers Associations, Red Cross Society, etc. These pressure groups impact decisions about transfer-leave regulations, adequate D.A. owing to inflation, allocation of duties, etc. Even though their actions are public, they remain quite active inside the system.

d) Ad-hoc Pressure Organizations:

Some pressure groups exist for a brief length of time to exert pressure on the government to perform a certain duty. After serving their purpose, they cease to exist. In the event of an emergency, natural disaster, or difficulty, these pressure groups exert pressure on the government or influence its policies in their favor. The pressure groups such as Odisha Relief Organization, Bhoodan Anuyojna, Kaveri Water Distribution Association, and Gujrat Relief Association, among others.

2.11 MANAGING EFFECTIVENESS

The secret to effective management is in "how to do it," or the methodology of performing tasks. Communication success is the consequence of controlling four crucial steps:

- 1) Appropriate option
- 2) Correct motive
- 3) Accurate evaluation
- 4) Education and development

Choosing the appropriate message, target audience, and medium is the initial stage. Motivating your target audience to perceive and then act as desired is the following step. It is essential to evaluate what has been accomplished, what has not been accomplished, and what must be done next. This may be part of the program, but it must be arranged in advance. Feedback is essential in communication; one-way communication is required for success.

Advertising men, public relations men, and public relations men (and women in all three cases) must be continuously trained to be experts in the techniques, inputs, and ultimate execution of programs and campaigns. Training should be a continuing process, not something that occurs only when times are difficult or when there is an urgent demand for competent individuals.

Due to the relationship between advertising and marketing, advertising professionals have access to both internal and external training programs. In the sphere of publicity and Public Relations, however, there is a significant void that must be addressed in future decades, especially as Public Relations assumes a greater role in business and industry.

Summary/Key Points:

- "Public opinion."
- the factors involved in effective communication.
- how propaganda is different from public relations.

Check Your Progress:

1. Explain the characteristics of Public Opinion.

2. Discuss the formation of an opinion."

3. Discuss" Public Opinion Research in Communication and Public Relations.

4. Evaluate the methods adopted by the pressure groups in India.

5. Discuss Public Opinion Research in Communication and Public Relations

2.12 SUMMARY

- Public relations contexts involve understanding public opinion, which plays a crucial role in shaping the success of a campaign or communication strategy.
- The objective of this chapter is to explore the concept of public opinion and its significance in public relations.
- Public opinion refers to the collective views and attitudes held by a group of individuals on a particular issue, person, or event.
- Public opinion formation is a complex process influenced by numerous factors, including subjective experiences, socialization, media, and propaganda.
- Public opinion is formed through the interaction of different elements, such as cognitive, affective, and behavioral factors.
- Propaganda, public opinion, and public relations are interconnected, as propaganda can influence public opinion, which, in turn, affects public relations.
- Public opinion plays a vital role in shaping public policy, decision-making, and social change.
- Public opinion research is an essential tool used in communication and public relations to understand public sentiment and tailor strategies accordingly.
- Political socialization is a process through which individuals acquire political attitudes, beliefs, and values.
- Pressure groups are organizations that aim to influence government policies and decisions and can be classified into distinct categories based on their objectives and methods.

- Effective management of public opinion is crucial for successful public relations, and understanding the factors that shape public opinion is essential for achieving this goal.

2.13 QUESTIONS

1. Write a detailed answer on the classification of pressure groups in India.
2. What is Political Socialization?
3. What is the Significance and Role of Public Opinion?
4. Define Public Opinion. How is it Formed?
5. Write Notes on Opinion Surveys and Pressure Groups.

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MAKING A PR POLICY, WHY PLANNING IS IMPORTANT, STAGES OF PLANNING - FROM TAKING THE BRIEF TO PREPARING THE PLAN

Unit Structure

- 3.0 Objective
- 3.1 Introduction
- 3.2 Planning in PR
- 3.3 Need-Assessment and Setting Objectives
- 3.4 The Planning Process: A Framework
- 3.5 Tools of Planning
- 3.6 Target Publics
- 3.7 The PR Message Design
- 3.8 The Media Selection for the PR Campaigns
- 3.9 Budgeting in the PR
- 3.10 Implementation of the PR Programs
- 3.11 Evaluating the PR Campaigns and Measurement of Results
- 3.12 Monitoring and Midcourse Correction
- 3.13 Summary
- 3.14 Questions
- 3.15 References

3.0 OBJECTIVE

- outline and describe the planning of a PR program.
- describe the different PR tools needed for the PR Program.
- describe the selection of appropriate media for the PR campaigns.
- Describe the budgeting of the resources in the PR Programs.
- Describe the implementation of a PR campaign.
- describe the research and measurement of the impact of a PR campaign; and
- explain the stages of monitoring a PR Program.

3.1 INTRODUCTION

In earlier units, you were introduced to the fundamentals of the PR discipline, as well as the organization and structure of PR departments in

the public and commercial sectors. You have also been informed about the functional components of public relations, such as the role of information transmission, as well as how public relations may assist management through its advisory and counseling capabilities.

However, no discipline, least of all public relations, could thrive solely on principles or as an auxiliary and support to management. It must play a proactive, practical role in Planning Public Relations Campaigns and Programs, which demonstrates the discipline's active representation in the management effort. This is accomplished by developing a public relations Program or campaign, implementing it, and attaining the desired results or benefits for the organization.

Public Relations are no longer a "whitewashing" endeavor, as they were frequently referred to in the past. Nor are these, as is commonly believed, the Press Relations performed just during a "crisis" to construct a positive image. Public relations are now an independent subfield of communication, like advertising and marketing. It is the activity of constructing bridges between the corporation or organization and its internal and external target public. It is a sequence of professional and strategic actions and activities utilized in both favorable and unfavorable circumstances. Effective and successful public relations are goal-oriented, database-centric, and sustained efforts based on a specific action plan.

Today, public relations permeate every aspect of an organization to shape public perception. Concerning both commercial and non-commercial organizations in both the public and private sectors. It is important to note that in developing nations like ours, where the economy is undergoing a transformation, industry is booming, new services and products are being introduced, lifestyles and attitudes are shifting, and literacy rates have risen, public relations play a key role in organizations and situations.

PR has been defined differently by several individuals. The British Institute of Public Relations provided us with the following definition: "Public Relations practice is the purposeful, planned, and sustained endeavor to build and maintain mutual understanding between an organization and its publics." The two most noteworthy features of this concept are the emphasis on planned public relations and the emphasis on two-way communication. The Mexican statement on PR states, "Public Relations practice is the art or social science of assessing trends, projecting their repercussions, counseling organization leaders, and implementing planned Programs of action that benefit the organization and the public interest."

From these two definitions, "planning" is the central notion in the public relations process. We will now cover the use of planning to define the "action charter" for executing a PR campaign or Program.

3.2 PLANNING IN PR

A PR Program, like a production, marketing, or sales Program, must be planned. It cannot function daily. To achieve success, the following four steps must be completed:

Stage I: FACT FINDING

Stage II: PLANNING

STAGE III: IMPLEMENTATION

Stage IV: EVALUATION

What are the conditions for planning public relations? Prior to the actual planning and finalization of strategies, some prerequisites must be accomplished for strategic public relations.

We must first conduct some "fact-finding" or study. We must have a comprehensive understanding of the company. There are numerous questions that might be asked concerning organizations. To define how and what we will plan, we must have a thorough understanding of the organization and its constituents. Additionally, it is essential to establish how the target public perceives the company. This could be accomplished either formally through a market survey or informally by interviewing notable members of the organization's various target audiences.

The second phase involves "planning." Public Relations offers a vast array of techniques from which to pick when developing PR Programs. Each has its own advantages and disadvantages. The technique or mix of techniques selected will depend on the unique PR planning objectives. Management by Objectives (MBO) and Program Evaluation and Review Technique (PERT) are two of the most relevant to public relations (PERT).

In the event of complicated plans, the combination of both is useful to assure the proper execution of PR actions to achieve the desired results. A second method is the well-known SWOT analysis. The organization's Strengths, Weaknesses, Opportunities, and Threats must be enumerated and then thoroughly analyzed.

Another factor in planning is the duration and period of the plan. Short-term plans are intended to satisfy current demands, address pressing issues, and accomplish modest but urgent objectives. These plans are frequently devised to address emergency situations or crises and are consequently more likely to be corrective in nature. Long-term strategies are inherently preventative.

These are more useful for offering broad guidance and viewpoints for short-term planning. Long-term plans enable comparisons of performance over an extended period. They give a method for measuring progress over time, allowing subsequent campaigns to complement or reinforce one another.

In short, planning tactics are a way to strategic public relations and have a direct impact on the final campaign's message, media, funding, and monitoring, i.e., the overall effectiveness of the PR Program.

3.3 NEED-ASSESSMENT AND SETTING OBJECTIVES

In any PR planning, whether for government or private organizations, a company, a firm, or an association, identifying organizational needs and establishing goals becomes a fundamental responsibility. How do we accomplish this? Examine the current policies.

Consider your competitors. Investigate the content in your archives or library, such as magazines, government reports, and trade association materials. Communicate with individuals from the chief executive on down, both inside and outside the firm. Determine the fundamentals of the organization's current state.

Define the organization's precise target audiences. Evaluate the channel of communication. Then, you can assess the genuine needs and establish PR targets. Therefore, you plan what to do (the Program), when to do it (the schedule), how much to spend (the budget), and who will execute the Program (the staff).

Plans must be feasible considering the management's overarching goals. If the outcomes do not contribute to the management's aims, it may not be worthwhile completing. The PR objectives must reflect the management's overarching objectives. The PR objectives must not contradict with the enterprise's predetermined objectives. These must actively promote the objectives of the organization. If feasible, the objectives should be spelled out in a concise and unambiguous statement, so that they are easily understood by everyone and may serve as short- and long-term success indicators.

3.4 THE PLANNING PROCESS: A FRAMEWORK

In any PR planning, whether for government or private organizations, a company, a firm, or an association, identifying organizational needs and establishing goals becomes a fundamental responsibility. How do we accomplish this? Examine the current policies.

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The planning process is an analytical step-by-step action plan, and while many methods and techniques have been used by PR professionals, a broad framework in the planning of a PR Program commonly used is an Appreciation (or analysis) of the situation; a Setting of objectives; Identification of the public; a Selection of the media and PR activities; Setting the budget; and Evaluation of the campaign's results.

The public relations department of an organization must conform to the organization's planning and budgeting procedures. Planning necessitates strategic thinking, i.e., the identification and selection of means by which certain objectives may be attained. Involve and obtain the participation of company management in planning to provide enough support for the plan. Well-defined objectives give a framework for allocating duties, specifying degrees of achievement, scheduling, and timing activities, and evaluating the benefits and repercussions of each course of action.

The planning procedure could be subdivided into smaller steps to arrive at a targeted plan and realizable objective. The numerous steps that must be completed could be compiled into lists. One such list includes questions that must be addressed sequentially. For instance: the problem to be addressed and handled; the purpose of the PR Program; how PR intends to solve these problems; and who will execute the Program, at what expense, utilizing which media.

Another list could include the following as planning and objective characteristics:

- Sincerity.
- Durability.
- Stability.
- Exhaustiveness.
- Clarity/Symbolism, and
- Beneficence.

As evidenced by these two lists, there are numerous perspectives on the role and objectives of planning Public Relations campaigns. In all circumstances, however, it is necessary to assess the costs and benefits, the advantages and disadvantages, the consequences, and dangers, and the

unforeseen or counterproductive impacts of any course of action. The goals and plans should not be excessively ambitious.

There should be enough room for mid-course corrections. There should be implementation flexibility based on the prevailing conditions. A good plan comprises several "What if...?" scenarios and various contingencies.

Plans should also be explicit. There should be no opportunity for ambiguity or lack of clarity within the plan's objectives. Clearly defined objectives contribute significantly to the success of any plan. Plans should, whenever feasible, be founded on facts. Additionally, plans should not pose a threat to existing groups. If such a threat is implied, these organizations would oppose the idea rather than support or assist its success.

3.5 TOOLS OF PLANNING

Planning methods, cycles, and procedures vary from business to business, as well as across public and private organizations. Typically, the PR plan period follows the fiscal year. However, depending on the PR aims, which may be short-term or long-term, it may be lengthier in some instances. Planning is typically more time-consuming in government departments and agencies than in private or multinational corporations. The levels of plan approval in the public sector are significantly higher than in the private sector. In both cases, however, approval is always granted by the highest level of management, typically the managing director or chairperson.

Brainstorming is a common technique employed by corporate managers in the planning of PR initiatives. The objective is to produce as many ideas as possible, unrestricted by discussion or the requirement to reach agreement quickly. The submitted ideas are categorized by theme and then incorporated into a cohesive Program or campaign.

The mixed screening is a version of this tool. It is a technique for recognizing patterns among options. The formulation of a pattern is followed by its revision when added information becomes available. The pattern is modified once more to accommodate the incoming data.

The procedure is changed repeatedly based on the various patterns and reformulations.

A second approach is sequential decision-making. Each possibility is evaluated individually based on predetermined criteria. Each is then coded based on these criteria. The coding should provide the addition of scores and the ranking of choices. Those who deviate too greatly from the specified criteria are then eliminated.

Then, a new set of scores and elimination order are used until a winner is determined.

When answers are identified, or at least when attempts are made to find solutions and ideas outside the regular or conventional range, creative planning happens. These procedures or instruments are not extensively used in India currently. However, it will eventually be important to establish creative PR strategies and campaigns. Soon, this area will be an integral part of India's public relations strategy.

3.6 TARGET PUBLICS

In public relations, we communicate with diverse groups of individuals. It is essential that we identify our target audiences precisely and then adopt the appropriate approach and media to effectively reach them. There are certain fundamental publics for any comprehensive PR campaign:

- The community members surrounding the organization or site.
- Planning Public Relations Programs and Campaigns
- Opinion leaders are influential individuals, including politicians, bureaucrats, social workers, etc.
- The Media, including the press, television, and radio.
- The Employees-those who work for the organization, from upper management to entry-level personnel.
- Potential employees who now work for competitor companies, etc.
- The Suppliers of goods and services.
- The Customer and all existing and future users.
- The Traders (distributors, wholesalers, agents, etc.) and The Financial Contacts (bankers, shareholders, investors, brokers, and insurers) are the two groups of individuals that make up a business's clientele.

The list is a basic list, but every organization will always have a unique list of all the groups of individuals with whom it communicates or should communicate. Another method of analyzing an organization's publics is using a simple grid that allows a PR strategist to establish and develop his organization's target publics.

	Employees	Shareholders	Customers	Trade
General Public				
	Media	Opinion Leader	Politicians and Bureaucrats	

Check your Progress:

1. What role does public opinion play in public relations?

2. How can public opinion affect the success of a communication strategy?

3.7 THE PR MESSAGE DESIGN

Two sets of variables are required to create a good PR effort. The first is the audience factor, while the second is the message factor. The audience component consists of responses to queries such as, "What would be of interest to this group?"

What specific need does your message satisfy for the audience, or for smaller subgroups? What psychological appeal would be most effective with this group? This segment's interests and requirements will define which aspects of your message should be projected and promoted in your public relations strategy.

Message variables:

These pertain to the message's desired inherent substance and style. Many of these elements will be audience related. Primarily, we are discussing variables such as which phrases should or should not be used, which sources should be cited for credibility, the appropriate length of the message, the use of attention-getting tactics, etc. Communication pre-testing is one method for refining the design and content of our message.

3.8 THE MEDIA SELECTION FOR THE PR CAMPAIGNS

In India, some media are modern and effective, but not all media are developed to the same extent as in Western nations, particularly for public relations Programs. Thus, the dilemma always arises as to whether we should utilize the existing media, such as the press and television, or media such as audio-visuals and video films. Should we utilize non-conventional media to communicate our message?

The media selection involves utilizing the media in accordance with the campaign's required objectives. The proper selection of media saves time, money, and effort, and aids in the creation of messages for specific groups or audiences. Each medium has its own advantages and disadvantages. It

is also possible to select media that compliment and strengthen one another. In each campaign, not all media are utilized simultaneously. The media selection and judgments surrounding the media mix are key components in the planning of a PR strategy and must be carefully chosen to maximize the message's reach among the target public. PR utilizes the same media as other forms of communication, such as advertising. Press is the most prevalent of these (and, consequently, Press Relations is a vital job of a PR professional). Consequently, the goal of the PR Program or campaign should be to find the precise media mix. If one were to classify and list the available media for an effective Program, the following chart would be of assistance.

Target Group	Conventional Media	Non-Conventional Media
Public	Press, radio, TV, film, videos.	Exhibitions, direct mail, hoardings
Press	Press Conference, Press releases, visits to company facilities, interview with Chairman/MD	Hiring Freelance journalists and getting them write for you
Employees	House journals, letters, folders, notice boards, meetings and speeches, posters, visits to company facilities	Using their family letters, welfare activities.
Government and Opinion Leaders	Mail, press, TV, visit to company facilities	Personnel contact, and A/vs
Shareholders	Annual reports, meetings	AGM venue – A/vs posters, exhibitions etc.
Community	Press, TV sponsorships, donations, and upliftment activities	A/V media like propaganda vans, personal contact
Customers	Advertising, personal contact, house journals, complaint, mailings, and annual reports	Customer Service cells department.

3.9 BUDGETING IN THE PR

Budgeting is a crucial component of public relations planning. Given or establishing a budget, all scheduled expenses must fall within the allotted sum. If no budget is provided, the planning process must consider budgets for all public relations initiatives. Budgeting includes determining priorities and placing a heavy emphasis on cost-effectiveness. With a well-planned budget, inefficient activities are easily eliminated. Budgeting necessitates planning in advance, which entails instantly outlining all procedures, phases, and timing of activities. This also facilitates the

scheduling and coordination of Program activities throughout implementation.

The primary budget components of a PR department are:

- 1) Salary information for the PR staff, preferably broken down into person-hours so that you can gauge the amount of work involved:
- 2) Overheads, office expenditures, and costs.
- 3) Transportation, automobile, and travel expenses.
- 4) Stationery and mailing expenses.
- 5) Printing, photography, and other production costs.
- 6) The media costs; and
- 7) Other costs, such as the hiring of equipment, conference rooms, and hospitality, etc.

It is understood that correct accounting procedures must be followed for these expenditures. All expenditures and payments ought to be recorded. Charges should be fair and reasonable, disclosed or calculated beforehand, so that overspending, or cost overruns are not possible.

The budget for public relations efforts is decided by the intended action and the media's planned actions. Each of these is budgeted, and the total is determined and authorized for the implementation of the PR Program. In addition to departmental expenses, the objectives of the Program campaign and the target audience to be reached are the most fundamental and important budgetary considerations. This therefore sets the organization's task in accomplishing its goals and the medium to be utilized.

Clarity on each of these factors enables the PR professional to clearly budget the Program within the appropriate time range. Important to the budget evolution activity is the time frame. The longer the duration, the higher the required budget.

Consequently, the departmental expenses (organizational structure), the aims to be attained, the work at hand, the media to be utilized, and the duration (duration) of the Program all contribute to the PR budget and allocations. All of these are interconnected and require proper attention.

3.10 IMPLEMENTATION OF THE PR PROGRAMS

We have thus far examined planning. We will now discuss further crucial parts of a PR campaign or Program, including implementation, monitoring, and assessment. When the plan is implemented, it must involve people - PR and management - who are dedicated to accomplishing the goals. Even the most well-thought-out plans may fail due to a lack of participation and effort on the part of the staff, such as bad

handling of funds, inattention to detail, etc. It should be ensured that there are no slip-ups at any point.

Continuous monitoring of the plan's execution provides numerous advantages.

The offered feedback could be used to make required adjustments and increase the plan's likelihood of success. This will also prevent wastefulness. If, however, the feedback indicates that specific components of the plan are performing very well and the success must be capitalized upon, then additional funds could be allocated to this aspect of the campaign. Such mid-course adjustments are only conceivable if a plan is regularly monitored and evaluated, so that any deficiencies can be addressed in a timely manner and achievements can be reinforced.

A conversation on an effective PR strategy may be infinite. Therefore, we must restrict our discussion to only those attributes that have functional value for the implementation process. And these are, broadly speaking, three: adaptability, timing, and suitability. It is essential to be adaptable so that adjustments can be made at any point. Flexibility is also essential so that modifications can be made for unforeseen occurrences. Timing is crucial so that the strategy does not compete with other high-profile Programs and fits the current climate.

Contrary to the current circumstances and atmosphere, nothing is more jarring than contrary programming. Plans should also be appropriate in as many ways as feasible, considering the allocated budget, the organization's image, and its objectives. Again, the campaigns need not be absurdly new or inconsistent with the brand's current positive image.

3.11 EVALUATING THE PR CAMPAIGNS AND MEASUREMENT OF RESULTS

Evaluation is a crucial aspect of the planning process for public relations, and it should be an integral part of all campaigns. In addition, all campaigns must be analyzed so that both their shortcomings and their triumphs may be identified and evaluated. Evaluation must be incorporated into the campaigns from the outset to extract any lessons that may be learned from actual experience. The results of Public Relations should be compared to the levels predicted.

Evaluation could be conducted at various degrees of complexity. At its most fundamental level, the evaluation process could consist of answering fundamental questions such as, "How did the campaign go?" Were appropriate efforts made? What would we do differently if we were to repeat the same campaign? Evaluation seeks methodical answers to these and comparable questions regarding the impact, effect, and outcome of the PR activity or plan through research. Occasionally, though, a distinction is established between summative research, formative research, and non-evaluative research. Typically, the summative study is retrospective and investigates previous or concluded occurrences. Formative research

evaluates the event in progress and feeds its findings back into the ongoing campaign. Non-evaluative research examines the proportions of Programs without necessarily examining their performance. Other distinctions are also relevant. In the case of formative research, results should be collected in time to have an impact on the real campaign. Summative research is not required to adhere to this strict timeline.

A decision must be made regarding the type of evaluation to be employed for a certain campaign. Certain conditions could be found in the decision-making process.

Formative research is effective as a means of lowering uncertainty in novel communication contexts where prior experience is typically unavailable. Summative research should be conducted when greater precision rather than timeliness is required, or when results must be more generally applicable. In general, the PR evaluation criteria fall into the following categories:

- Publicity-column centimeters of press coverage obtained; Reader interest/recall-through formal interviews and questionnaires.
- Readability-based on assessments that evaluate attention to and utilization of phrases; and
- Unobtrusive indicators include responses, vouchers, and comments from internal workers who interact with the public.

Assessment is always (and must be) based on research, therefore an evaluation exercise would rarely rely on a single method. Each method has its own advantages and disadvantages. Some methods are better suited for goals, and data may be accessible in many ways. Another essential criterion for selecting a method is its cost or economics. The most typical research methods employed in PR are:

- Observation - picking systematically what is reported, such as press coverage; Interviews - with individuals about how they feel, what they think, and what they perceive and why?
- Questionnaires - administered in-person, by mail, or through coupons in adverts and printed materials.
- Comparable to test marketing, experimental tests consist of evaluating several campaign variants or activities in different market segments.
- Measuring the obvious difference or shift in event conduct or action following the PR event or activity (benchmark studies).

3.12 MONITORING AND MIDCOURSE CORRECTION

Monitoring the Program or campaign during its implementation is equally as critical as pre- and post-programming or campaign monitoring. They may not employ Planning Public Relations Campaigns and Programs study methods, even though one may. It is essential that a "watch" be kept

on how the pieces of the implemented Program are having the desired effect. If for any reason the impact is weak, unwanted, or excessive, the public relations professional must take corrective measures.

This may involve modifying the medium, the message, the frequency, or even the timing. The PR Program could be slowed down, sped up, or terminated if the situation requires. It depends on "what" and "how" the aims were to be accomplished and what influence they were to have. Things may occasionally go awry, but we must be prepared to alter our course of action, even in the middle of it, if necessary.

It is always feasible to evaluate a Program after it has been implemented, but by that time, the impact will have been felt and the money spent. At the level of the corporate PR department, regular involvement and vigilance during the PR campaign's execution are essential requirements.

Check your Progress:

1) Write a note on Budget in PR

2) How to evaluate Media Campaigns?

3) Classify and list the available media for an effective Program.

3.13 SUMMARY

- Public relations contexts involve understanding public opinion, which plays a crucial role in shaping the success of a campaign or communication strategy.
- The objective of this chapter is to explore the concept of public opinion and its significance in public relations.
- Public opinion refers to the collective views and attitudes held by a group of individuals on a particular issue, person, or event.

- Public opinion formation is a complex process influenced by numerous factors, including subjective experiences, socialization, media, and propaganda.
- Public opinion is formed through the interaction of different elements, such as cognitive, affective, and behavioral factors.
- Propaganda, public opinion, and public relations are interconnected, as propaganda can influence public opinion, which, in turn, affects public relations.
- Public opinion plays a vital role in shaping public policy, decision-making, and social change.
- Public opinion research is an essential tool used in communication and public relations to understand public sentiment and tailor strategies accordingly.
- Political socialization is a process through which individuals acquire political attitudes, beliefs, and values.
- Pressure groups are organizations that aim to influence government policies and decisions and can be classified into distinct categories based on their objectives and methods.
- Effective management of public opinion is crucial for successful public relations, and understanding the factors that shape public opinion is essential for achieving this goal.

3.14 QUESTIONS:

1. Explain in detail the stages of planning in PR.
2. Why should evaluation be built into the PR campaign?
3. Discuss 'The Planning Process: A Framework.'
4. Explain the Tools for Planning.
5. Discuss 'Target Public.'
6. Explain the media selection for PR Campaigns.
7. What is summative research?
8. What is formative research?
9. Discuss 'Budgeting in PR.'
10. Discuss 'Evaluating the PR Campaigns and Measurement of Results.'
11. Explain the monitoring and mid-course corrections.

3.15 REFERENCES

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RESEARCH AND ANALYSIS - ANALYSING THE ENVIRONMENT, THE ORGANIZATION, THE STAKEHOLDER

Unit Structure

4.0 Objectives

4.1 Introduction

4.2 What is Research and Analysis?

4.3 Defining and analyzing environment, the organization, the stakeholder.

4.4 Understanding Research and analysis: environment, the organization, the stakeholder, and Public Relations campaigns

4.5 Summary

4.6 Questions

4.7 References

4.0 OBJECTIVES

After reading this unit you will be able to understand:

- Meaning of Research and Analysis
- Understanding the environment, the organization, the stakeholder
- Understanding the context with respect to Public Relations Campaigns

4.1 INTRODUCTION

Research expects one to be curious. There has been plenty of research that has been done in the field of public relations. Papers can be found in media and public relations journals worldwide on various functions of public relations and public relations campaigns. These could be publicity, media relations, crisis communication, audience research, campaigns in public relations etc. Once the researcher has decided the research problem, research question and or hypothesis it becomes easier to put together a literature review for the body of the research to begin. The process of doing the next phase of research will involve putting a research methodology together before starting data collection for the said research question and or hypothesis. Analysis is the next big step where the researcher does the work manually or uses analysis software. This step is where the findings emerge after all the work done in the research process so far.

Public relations research can be well explained by the following definition “Research gives the hard data necessary to provide value to the organization and helps provide information to make decisions that have real impact” - Gronstedt (1997). If not for research, it will be difficult for organizations to really know where they are headed in terms of communicating with their audiences. Research helps discover the various areas of concern which can help organizations help in building relationships, making effective Programs, and taking on time needed actions that will stop issues from not being blown out of proportion and later becoming huge issues. -(Broom & Dozier, 1990; Cutlip, Center, & Broom, 2000). Research helps discover the various areas of concern which can help organizations help in building relationships, making effective Programs, and taking on time needed actions that will stop issues from not being blown out of proportion and later becoming huge issues. -(Broom & Dozier, 1990; Cutlip, Center, & Broom, 2000).

SPSS and SAS are more commonly used for analyzing data through software. Microsoft Excel 2000 (version 9) provides a set of data analysis tools called the Analysis ToolPak. This can help develop complex statistical analysis. As you input the data and parameters for each analysis, the tool presents results based on the specific statistical macro functions. Even charts can be generated other than output tables to display results. R analytics is data analytics programming using R programming language which is an open-source language used for statistical computing or graphics. It is now also being used in statistical analysis and data mining.

4.2 WHAT IS RESEARCH AND ANALYSIS?

4.3 DEFINING AND ANALYZING THE ENVIRONMENT, THE ORGANIZATION, THE STAKEHOLDER

The terms environment, organization, and the stakeholder here in context is with public relations and the campaigns that are created by public relations practitioners. Before we define these terms let's first have a glimpse into what public relations (PR) is and how experts and researchers have defined this field of communication.

Some definitions:

“All business begins with the public permission and exists by public approval.” In 1939 at a Public Relations conference, he said "Public relations is not publicity only, not management only; it is what everybody in the business from top to bottom says and does when in contact with the public." - Arthur W. Page, Former AT&T Vice President, Public Relations

Public Relations Society of America PRSA agreed upon a definition after a few thousand submissions: “Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.”

Public Relations has been an evolving practice, its origin and growth has traversed many years across the world. Sriramesh quotes James Grunig’s definition of public relations that it is “the management of communication between an organization and its publics (Sriramesh & White, 1992). Public relations serve the functions of information, communication, persuasion, image building, continuous building of trust, management of conflicts, and the generation of consensus” (Sriramesh K. , 2003). PR is in the business of persuasion. You are always trying to persuade somebody or the other.

The Princeton Review notes that: “A public relations specialist is an image shaper. Their job is to generate positive publicity for their client and enhance their reputation ... They keep the public informed about the activity of government agencies, explain policy, and manage political campaigns. Public relations people working for a company may handle consumer relations, or the relationship between parts of the company such as the managers and employees, or different branch offices.” In PR it is said that there is no such thing as the public - there are in fact diverse groups of people - not just consumers, but suppliers, employees, trustees, members, local and national trade and political bodies, residents, among many others. Thus, Public Relations is a profession which practitioners of it will have to look very seriously into the relationship of an organization with its stakeholders and always try to improvise upon its communications and activities to maintain it.

Environment:

Environment of an organization is composed of various external and internal forces that have an impact on it. These forces either do good or may become obstacles to the growth of an organization. These can be both opportunities and threats to the well-being of an organization. But the challenge is also that sometimes these resources cannot be easily available (Riggio, 2018). There are far more complex entities that can influence the organizations such as competitors that can encroach upon your marketing territories, modern ever-changing technologies, and price increase of raw materials. These can pose a challenge to an organization’s position vis a vis competition (Truxillo, Bauer & Erdogan, 2016).

It is natural then that organizations will then try to control these vital forces impacting them. If they must stay in the market and sustain themselves in the eyes of the customer or any other immediate beneficiary, then they must manage two important levels of organizational environments : a general one and a specific one (also called the organizational domain).

- The general environment comprises the political, legal, economic, and socio-cultural backdrop in which it operates. This has expanded

globally due to modern technology and the Internet which brings the world together like a global village. Various transactions and exchanges bind the organizations and their audiences. The main goal is that their specific environment or their domain is protected and their position safe.

- The specific environment or organizational domain consists of the various goods and services that an organization produces for their stakeholders including customers. This can only happen if a value proposition is created especially for customers, employees, and all other stakeholders in terms of the goods and services that they create. The organization can only maintain its prominent position in the eyes of the audience if it continues to prove its usefulness to the audience in all aspects, failing which it will lose its specific environment with the advent of new competition which is doing better than what it set out to do.

One thing is noticeably clear from the above explanation that there is constant maintenance and management that needs to be done by the organization all the time so that it doesn't lose its position and thus the stakeholders that make it what it is. The public relations function is akin to that of the boundary spanner where any impending danger is caught by monitoring eyes. The environments in which organizations operate are always dynamic. The current times are perfect examples where we can see that a pandemic and a war between two countries can completely upset a lot of other connected entities that affect the business of organizations across the world. It is the function of a public relations manager to respond to crisis situations by clear communication and active response to questions raised by stakeholders.

Organization:

“A group of people who work together in an organized way for a shared purpose.”- Cambridge Dictionary

E.g., the World Health Organization, Bennett and Coleman Co. Ltd, Unilever to name a few.

“An organization can be defined as an entity or a social unit that comprises several people who work together to achieve a common goal. It is a structured unit where the role, responsibilities, and authorities of each member are clearly defined, and relationships between all the members of the organization are established.” - marketing91.com

For e.g. college is an example of formal organization. The goal of a college is to provide quality education to all the students who are admitted to this organization. There can be diverse types of organizations, they could be doing voluntary work, temporary work. E.g., distribution of food and clothing for homeless, ones fighting for rights of women and children etc. or it could be an organization doing continuous work and long term. Also, organizations can be put into various categories such as government, non-government, corporations, international, political, non-profit,

charities, armed forces, educational institutes, cooperatives, and partnerships, etc. Organizational structures can be further classified into ecologies, committees and juries, pyramid or hierarchical and finally matrix.

From the above text organizations are built to serve the public and do business. The environment under which they operate and the stakeholders that they cater to are very crucial for the sustenance of these organizations. From a public relations perspective engagement with the stakeholders is important for these organizations. They engage to build an image; they engage to sell. These two primary functions are what public relations caters to. By using various promotional tactics including the most important media relations the organizations continue to create and sustain images both during happy and crisis times. Public Relations function in an organization can be a small or a large one depending on the structure and size of an organization. As the author has observed that in organization the image building and media relations function can be under the corporate communication team. The corporate communications manager here reports directly to the CEO, while in some cases the public relations function is part of the marketing communication function. The public relations agencies outsource various media coverage works along with the internal corporate communications team. With the advent of digital communication of various kinds, it has become imperative for public relations and corporate communications functions to investigate image building, reputation management and crisis management 24/7, 365 days a year on all digital platforms that they can span. The boundary spanner, which is the function of a public relations practitioner, keeps his eyes and ears open to any crisis signal which can become very crucial in current times.

Stakeholder:

“A stakeholder is a party with an interest in an enterprise; stakeholders in a corporation include investors, employees, customers, and suppliers. However, with the increasing attention on corporate social responsibility, the concept has been extended to include communities, governments, and trade associations.” -Investopedia.com

By the above definition organizations have internal and external stakeholders. Both are equally important. From a public relations function perspective, it means that when an image of an organization is built keeping in mind how each stakeholder would perceive the organization is crucial, after all reputations overall are formed like that. So working on strategies and doing activities pertaining to them is important.

Check your Progress:

- 1) What are some of the most important environmental factors that should be considered during research and analysis for a Public Relations campaign?

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-
-
- 2) How can Public Relations campaigns be used to build relationships with stakeholders and improve an organization's overall reputation?
-
-
-
-

4.4 UNDERSTANDING RESEARCH AND ANALYSIS: ENVIRONMENT, THE ORGANIZATION, THE STAKEHOLDER, AND PUBLIC RELATIONS CAMPAIGNS

Research and analysis involve constant monitoring of the environment under which an organization operates is especially important as can be seen from the data above. Evaluation done during campaigns reveals what more needs to be done for amicable and mutually beneficial relationships with stakeholders. PR campaigns are indeed useful when the image of a company is hampered during a crisis like an accident, product failure, pandemic, depression etc. In all these situations it becomes imperative to organize communication activities to keep the stakeholders well apprised of the situation and to resolve their grievances. The pandemic was one situation where the company's communication task force was in action. We could see that in so many forms of communication they did. Whether it was Swiggy informing about their food delivery changes during pandemic and the precautions taken, Club Mahindra resorts keeping their customers aware of the resorts available when it was possible, and all the precautions taken in pandemic times. These are two examples out of many we saw how companies handled their communication in terms of selling and keeping up their image and continued business when they could. So, what are campaigns and how do PR campaigns help to keep the connection between the environment, the organization, and the stakeholder?

“Campaigns are coordinated, purposeful, extended efforts designed to achieve a specific goal or a set of interrelated goals that will move the organization towards a longer-range objective expressed as its mission statement”- Doug Newsom, Judy VanSlyke, and Dean Kruckberg's "This is PR. The realities of Public Relations

In the context of public relations, it is strategizing and creating publicity or media coverage for a brand. Doing activities which will ensure the above. It is also called a public relations plan or a PR plan. Whenever a PR plan is put into place it is always dynamic in nature. There is constant evaluation and is updated as per the change in environment, any stakeholder update etc.

So for what are these campaigns or plans used? They are designed keeping in mind to address an issue, to resolve a problem at hand, or to improvise what one is already doing in an organization. The research and monitoring always reveal the data of the position of the company, thanks to ever-changing modern technology. An organization can then use this data for e.g., “by changing a behavior; by modifying a law or opinion; or by retaining a desirable behavior, law or opinion that is challenged.” Even health emergencies like the pandemic put organizations into action to resolve the issues that arose due to the crisis. E.g. Since the pandemic began the government has run health campaigns creating awareness on how to protect oneself from the COVID-19 virus. The education, reinforcement, and finally inducing behavior change in the public were the key parameters of the campaign. Some of the key points were wearing masks, washing hands frequently, taking the vaccine etc. Many companies took to promoting their products like Dettol, Lifebuoy, or their disinfectant soap liquids to encourage people to wash their hands to protect themselves from the COVID-19 virus. These PR plans not only benefit the stakeholders of an organization but also create a positive image of the government of the efforts taken in a crisis like the pandemic.

According to Patrick Jackson's models, as quoted in Doug Newsom, Judy VanSlyke, and Dean Kruckberg's “This is PR. The realities of Public Relations.” And an analysis done of each campaign type's characteristics by the above authors, following Patrick Jackson's types of PR campaigns one can understand the kinds of public relations campaigns as quoted below:

“There are several public relations campaigns, in fact about six. First, we have the skills to put on a public awareness campaign, to make people aware of something. School is starting again so please don't run over first graders on their way. Simple awareness.

Second, we have the skills to mount public information campaigns, to offer information along with awareness. Different from a simple awareness campaign.

Third, we have the skills to do a public education campaign; using the word education in the pedagogical way, meaning that a person has encompassed the material sufficiently, and is emotionally and attitudinally comfortable enough with it that he or she can apply it to daily behavior. We have the skills to run those campaigns. But there are other kinds of campaigns that we must also prepare.

Fourth, sometimes we must reinforce the attitudes and behavior of those who agree with our position. All they may need is a reminder of shared values.

And sometimes, fifth, we must change or attempt to change the attitudes of those who do not agree with our position. This requires the creation of cognitive dissonance and is much tougher.

Sixth, and finally, we have the skills today to carry out behavior modification campaigns.” (Newsom, VanSlyke Turk and Kruckeberg, 2000).

Research and analysis – analysing the environment, the organization, the stakeholder

The general model from previous PR campaigns can be put together as below:

- 1. Problem:** This step puts the problem together to study the issue at hand. The entire campaign will rest on this problem statement.
- 2. Research:** This step will analyze the current situation in context of the problem at hand.
- 3. Planning:** In this stage a plan will need to be put into place for resolving the issue or reiterating what has already been said.
- 4. Implementation:** This step constitutes the activities and action plan as they call it, so “strategies methods, techniques and instruments” would be used here to reach the objective set at the beginning of the plan.
- 5. Evaluation:** This step will test the work done and an analysis with findings will reveal if the objectives were met or something new emerged.

It will be observed after analyzing diverse types of campaigns, creating awareness appears to be the easiest as compared to changing a target audience’s behavior when plans are implemented and later evaluated. The reasons could be many, such as the extent to which the target group is involved. In creating awareness stages, the involvement is not so much as compared to in the behavior change campaign where there is more repetition involved and there are more stages when the target group receives a message, changes in attitudes thus induced and observed, and finally change in behavior seen. Of course this kind of campaign will require far more strong messaging which gives information and is more persuasive if any behavior change is expected from the target audience. Also most importantly the involvement of the target group is very crucial here, how strongly do they also feel and relate to the issue.

We can see that the environment under which an organization operates, political-legal, economic, and socio-cultural backdrop affects its operations. The stakeholders have a direct impact on the image and reputation of the organization. The organization may create various campaigns to either create a specific image of themselves with their stakeholders or sell their products or services to their target audiences. In any scenario thorough research and analysis would be needed to know the current position of the organization. Think in terms of all FMCG companies who sell their food and beverages, electronic items, and daily day to day use items to you. Also think in terms of organizations who do activities to preserve the environment and thus create an image of themselves or who gave large donations during the pandemic to help the people. All such examples will point out that an organization is constantly

on its toes to keep up its image and position in a positive light and for that research and using technology to help in the same is paramount. Organizations both government and private and non-government will do various kinds of campaigns as per their goals and objectives defined in their mission and vision statements of their organization. Thus research and analysis will form the basis of all PR campaigns for any kind of communication to reach out to the stakeholders of various kinds of organizations. Evaluation will be crucial at every step to seek insights to improve the relationship between an organization and its public.

Check your progress:

1. What is research and analysis?

2. What is public relations research?

3. What is the environment, the organization, the stakeholder?

4. Explain research and analysis in context of the environment, organization, and the stakeholder in the purview of public relations campaigns.

4.5 SUMMARY

- Research expects one to be curious. There has been plenty of research that has been done in the field of public relations. Papers can be found in media and public relations journals worldwide on various functions of public relations and public relations campaigns. These could be publicity, media relations, crisis communication, audience research, campaigns in public relations etc. Public Relations Society of America PRSA agreed upon a definition after a few thousand submissions: “Public relations is a strategic communication process

that builds mutually beneficial relationships between organizations and their publics.”

Research and analysis – analysing the environment, the organization, the stakeholder

- Public relations research can be well explained by the following definition “Research gives the hard data necessary to provide value to the organization and helps provide information to make decisions that have real impact” - Gronstedt (1997). Research helps discover the various areas of concern which can help organizations help in building relationships, making effective Programs, and taking on time needed actions that will stop issues from not being blown out of proportion and later becoming huge issues. -(Broom & Dozier, 1990; Cutlip, Center, & Broom, 2000).
- The terms environment, organization, and the stakeholder here in context is with public relations and the campaigns that are created by public relations practitioners. The environment of an organization is composed of various external and internal forces that have an impact on it. These forces either do good or may become obstacles to the growth of an organization. These can be both opportunities and threats to the well-being of an organization. But the challenge is also that sometimes these resources cannot be easily available (Riggio, 2018). “An organization can be defined as an entity or a social unit that comprises several people who work together to achieve a common goal. It is a structured unit where the role, responsibilities, and authorities of each member are clearly defined, and relationships between all the members of the organization are established.” - marketing91.com. “A stakeholder is a party with an interest in an enterprise; stakeholders in a corporation include investors, employees, customers, and suppliers. However, with the increasing attention on corporate social responsibility, the concept has been extended to include communities, governments, and trade associations.” - Investopedia.com. Organizations have internal and external stakeholders. Both are equally important. From a public relations perspective engagement with the stakeholders is important for these organizations. They engage to build an image; they engage to sell. These two primary functions are what public relations caters to.
- “Campaigns are coordinated, purposeful, extended efforts designed to achieve a specific goal or a set of interrelated goals that will move the organization towards a longer-range objective expressed as its mission statement”- Doug Newsom, Judy VanSlyke, and Dean Kruckberg's “This is PR. The realities of Public Relations.” There are six types of public relations campaigns: Simple awareness, public information campaigns, public education campaign, reinforcement campaign, attitude change and lastly the behavior modification campaign.
- It will be observed after analyzing diverse types of campaigns, creating awareness appears to be the easiest as compared to changing a target audience's behavior when plans are implemented and later evaluated. Research and analysis will form the basis of all PR campaigns for any kind of communication to reach out to the

stakeholders of various kinds of organizations. Evaluation will be crucial at every step to seek insights to improve the relationship between an organization and its public.

4.6 QUESTIONS

1. Define Environment, Organization and Stakeholder.
2. How can organizations use stakeholder analysis to better understand the needs and expectations of their target audience?
3. What are some of the key metrics that can be used to measure the success of a Public Relations campaign focused on environmental issues?
4. Why is it important to conduct a situational analysis of an organization before launching a Public Relations campaign? Answer in brief.

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Research and analysis – analysing the environment, the organization, the stakeholder

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WHAT IS COMMUNICATION, SETTING AIMS AND OBJECTIVES, WHO SHALL WE TALK TO, WHAT SHALL WE SAY, WHEN, IN WHAT MEDIUM AND TO WHAT EFFECT?

Unit Structure

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5.0 OBJECTIVES

After reading this unit, you will be able to understand:

- Concept of Communication-Definition, Aims, Objectives
- Campaign-Definition and Development Process
- Fundamental Elements of Communication: Sender, Receiver, Message, Medium & Feedback

5.1 INTRODUCTION

What is communication, setting aims and objectives, who shall we talk to, what shall we say, when, in what medium and to what effect?

Unlike animals, humans have an exceptional ability to express themselves through the virtue of communication. They can express their thoughts, voice their opinions, and sometimes can even try to influence the opinion of others through communication.

It is this power of communication to inform, educate and persuade that has over time culminated into the idea of brand campaigns. Organizations have been developing these campaigns to increase their brand's sales and visibility.

Do you remember Zomato's promotional coupon offers? Or Witty tweets with relatable content? Or Customize Emails regarding special menus? Or Outdoor Zomato hoardings?

Well, these all activities collectively constitute a brand campaign of Zomato. Zomato has been using this power of communication through various media channels to reach out to its target audience.

Thus, the moral of the story here is to understand that brands use communication as a bridge to connect with their target audience. This connection is established through the means of their advertising, marketing, or public relations campaigns.

But what exactly is communication? Let's deconstruct this concept.

Etymology of Communication:

The word 'Communication' has a Latin root. It stems from the Latin term 'Communicate' which means to share or to impart. It's a process of exchange of information between a sender and a receiver through a medium.

Based on the goal, communication can either be verbal communication or non-verbal communication.

Breaking down the Process of Communication:

The process of communication starts with a sender (encoder) encoding information to form a key message. This key message is transmitted through a strategic medium to the target audience. On receiving a message, a receiver (decoder) decodes it and responds through feedback.

Briefly, Sender(Encoder), Key Message, Medium, Receiver (Decoder) and Feedback are the vital components of a communication process. Our day-to-day communication, be it interpersonal (between two individuals), intra-group (between members of the same group) or inter-group consists of these elements.

However, when it comes to brand campaigns, the communication process becomes a little strategic. This is because brands need to communicate the

right key message through the right medium at the right time within an uncontrolled market environment.

In a later section, we will be discussing these campaign-based strategic communication components in detail. Before that let's study concepts like campaigns, their development process, the role of communication in campaigns, characteristics of communication, communication aims and objectives.

Defining Campaign:

Oxford Learner's Dictionary defines a campaign as "a series of planned activities that are intended to achieve a particular social, commercial or a political aim." To simplify, a campaign comprises strategically planned sustained efforts undertaken to achieve the desired end goal.

The campaign development starts with the creation of a well-defined goal. The absence of a well-defined campaign goal often results in a campaign failure. That's the reason an approach of SMART (Specific, Measurable, Achievable, Realistic & Timely) goal setting is being followed by many brands.

Such a result-oriented goal-setting approach helps to develop effective campaigns.

A Process of Campaign Development:

With goal setting being the first step, here's a 6-step process for effective campaign development.

- Defining the SMART campaign goal based on preliminary campaign research.
- Identifying a target audience
- Framing of a key message
- Selecting the right Medium and the right time for communication of a key message
- Executing the campaign
- Campaign evaluation through feedback

Successful observance of the above-mentioned steps along with strategic communication plan results in the development of impactful campaigns.

This brings us to our next concept of studying the importance of communication in a campaign.

Role of Communication in a Campaign:

Communication is like a captain of the ship directing your campaign towards its goal. Overall, the right communication does not just bring in revenue but also fosters a brand-customer relationship.

Such a relationship nurtures brand loyalty and goodwill. Here's a list of roles that communication plays in a campaign's success.

What is communication, setting aims and objectives, who shall we talk to, what shall we say, when, in what medium and to what effect?

- **Awareness Creator:** Brands all over have been harnessing the power of communication to create positive awareness about their products/services.

For instance, back in early 2001-02, owing to riots and earthquakes, the state of Gujarat had developed an image of being a financially weak and unsuitable state for investments.

Determined to create awareness about the new Gujarat, an initiative of “Vibrant Gujarat: A Biennial Investors’ Summit” was undertaken in 2003. This was followed by eight such summits to spread awareness about Gujarat’s improved economic condition. Each summit emphasized the potentially profitable investment opportunities that Gujarat offered to its investors. Through the means of summits, the campaign successfully created awareness about Gujarat being one of the best destinations for investments (Scoreindia Blog, n.d.)

Thus, communication plays a vital role in creating awareness about a product/service specifically when the product/service is newly launched or is recovering from a crisis.

- **Campaign Feedback Evaluator:** The success of a campaign is determined by the feedback received after running a campaign. Digital feedback forms, online surveys, and in-person feedback forms are some of the communication tools used as campaign performance evaluators by brands.

Consequently, through the tool of feedback, communication plays the role of being a campaign evaluator.

- **Relationship Builder:** A dialogue facilitated through communication initiates a brand-consumer interaction. This in turn results in establishing and developing a sustainable brand-customer relationship which paves the way for brand loyalty.

Nestle India’s Me and Meri Maggi campaign is one such classic example of communication playing the role of a relationship builder. Celebrating its 25 years, Maggi launched a campaign appealing to its customers to share their Maggi moments. The short stories shared were printed on maggi’s packets.

This communication strategy opened new avenues for strengthening Maggi’s relationship with its customers. People across the world responded to the brand’s appeal by narrating their Maggi stories to the brand.

- **Attitude changer:** Often attitudinal change through a communication campaign takes a considerable amount of time. However, with the right message and right channel, there's always hope for making a difference.

Ariel's #SharetheLoad campaign is one fine example of this. Breaking the stereotypes of gender roles, Ariel's campaign focused on normalizing the idea of Men sharing the laundry load in society specifically among kids. The campaign received great media attention owing to this creative attitudinal change in communication strategy.

Thus, communication is the essence of every campaign. Through its diverse roles, communication adds up to a campaign's value.

5.3 SETTING COMMUNICATION AIMS

Communication aims are the broad targets that a particular brand aspires to achieve in the long term. Setting the right communication aims helps a brand to find the right direction to channelize its resources.

A campaign without a proper communication aim is an absolute recipe for disaster. That's the reason campaigns are always planned first by setting a goal which is developed from communication aims.

In the context of PR campaigns, these communication aims broadly revolve around informing, educating, motivating, or persuading a brand's target audience to act in a particular way.

Different media channels are being utilized to achieve these ultimate communication aims.

However, it is often observed that brands consider communication aims and objectives to be the same. A similar confusion is even being noticed in the case of campaign goals.

Sounds relatable, right? In contrast, there's a thin line of differentiation between communication aims, objectives and goals. Let's study this differentiation.

Differentiating Communication Aims, Goals & Objectives:

- **Communication Aims:** They are the final desired outcomes. They project the long-term vision that a brand aspires to achieve.

For example, KFC campaigns focus on providing quick and delicious chicken to their cash-conscious target audience.

- **Communication Goals:** Communication goals are qualitative. Being difficult to quantify, they broadly help a brand in its decision-making process.

For e.g.: A communication goal for KFC would be achieving a target of one million followers on KFC's Instagram handle in the 12 months.

- **Communication Objectives:** Derived from communication goals, objectives are more specific. They are the measurable action plans with decided timelines which are implemented by brands to fulfill the set targets.

For example: To achieve a goal of one million followers on Instagram, communication objectives for KFC's PR campaign would be initiating periodic polls, consumer engagement activities, planning interactive events, rolling out promotional offers etc.

What is communication, setting aims and objectives, who shall we talk to, what shall we say, when, in what medium and to what effect?

Therefore, although broadly, communication aims, goals and objectives share a common goal, it's their differentiation that results in an impactful campaign. Hence, it is important to identify this differentiation.

Having gained insight into this unique differentiation, let's proceed to study the conceptual understanding of communication objectives.

5.4 COMMUNICATION OBJECTIVES

As we studied before, communication objectives constitute the strategic steps for achieving the desired results. The quantitative nature of objectives allows brands to evaluate the results. In case of any deviations, immediate corrective measures can be undertaken.

But these objectives offer desired results only when they are accurately defined. For our understanding let's term them as good objectives which are formed with the following characteristics.

Characteristics of Good Communication Objectives:

- **Clarity:** Well-defined and structured communication objectives are known to yield better results over broadly written unstructured ones. Remember the thumb rule, incorporate clarity while developing your objectives.
- **Consistent with goals:** Being a subset of goals, Communication objectives need to be aligned with the campaign goals. Non-linear objectives will only end up in creating communication chaos leading to a campaign failure.
- **Facilitate Measurement:** Owing to their quantifiable nature, objectives defined for a campaign need to be measurable as that would make campaign evaluation simpler for the brands.
- **Time-bound:** To leverage the opportunities given by markets, campaigns need to be launched at the right time. This right-time launch is possible only when communication objectives have definite timelines.

Thus, by aligning the campaign with these characteristics, brands can form result-oriented communication objectives.

Types of Communication Objectives:

Depending upon the probable brand needs, the most observed communication objectives in a campaign are:

- **Building Brand Awareness:** Brand awareness is observed when a new product is launched in a market. In such a scenario, a communication action plan focuses on the new product's USP and its benefits to stimulate consumers' demand for it.

For e.g., the case study of McDonald's entry into the Indian market demonstrates building brand awareness through effective communication objectives. Relationship-building Happy Meals, Combo Offers, Pocket-friendly priced menus and brand Mascot clown character are just some of the integrated communication action plans that made McDonald's synonymous with burgers in India.

- **Managing Brand Image during Crisis:** A communication objective of managing a brand image is usually formed when a brand is attributed to negative publicity. Such a situation calls for the setting of communication objectives that improves a brand image and rebuilds the consumer's trust.

For instance, Cadbury Dairy Milk was severely criticized by the media when worms were found in it. However, determined to improve its brand image, Cadbury Dairy Milk went ahead to incorporate the values of transparency and accountability as its communication objectives.

The brand released a video of Amitabh Bachchan demonstrating how Cadbury observes strict protocol in their manufacturing operations. Through the medium of video, Cadbury tried to reconnect with its customers. Going an extra mile, Cadbury even changed their packaging which collectively helped the brand to sustain its goodwill in this time of crisis.

- **Raising Funds for a cause:** Raising funds for a particular cause needs well-focused communication objectives as the trust factor is involved. In the absence of a proper communication strategy, it becomes difficult to win over the trust of your target audience. That's the primary reason communication objectives for fundraising campaigns need to reflect credibility, accountability, and transparency.

Akshay Patra, a Bengaluru-based NGO is one such organization. It has been excelling at raising funds for offering food support to kids in government schools. Through their integrated communication campaigns, they have developed an exclusive section on their website that features statistics about fundraising for their various campaigns.

To sum up, communication objectives are the heart of campaigns. When implemented strategically, they can bring in abundant profits.

Check Your Progress:

1. Define communication.

2. What are the several types of communication objectives?

3. Differentiate between communication goals and aims.

4. Explain the process of communication.

5.5 5WS AND 1H OF COMMUNICATION

In previous sections, we studied the process of communication that starts with a sender encoding a message and a receiver decoding the key message received through a medium. Feedback marks the completion of this process.

Throughout all the communication models (Shannon-Weaver model of communication, Laswell's Model of Communication, Aristotle's Model of Communication) one can consistently find these five components.

In this unit, we shall briefly study these components in the context of a PR campaign. For ease of understanding, we have simplified these components into 5Ws and 1H concepts.

Receiver (Target Audience): To whom shall we talk?

When it comes to a marketing or an advertising campaign, the receiver becomes your target audience. In the case of a PR campaign, your publics (stakeholders) become your receiver.

However, products/services are often targeted at a specific group of individuals. Identifying this strategic group helps brands narrow down their specific target audience. Now it's impractical to study the characteristics of an entire population.

So how do you find the right public? This is where the situational theory of J.E.Grunig comes into the picture.

Based on key variables (recognition, constraint recognition, information seeking & processing & level of involvement), the situational theory divides publics into sub-groups. These sub-groups are:

- **Active publics:** The initiative-taking individuals who demonstrate a high involvement in a campaign's information seeking and processing.
- **Latent publics:** A group of individuals who consume information only when they are exposed to information. They are neither interested in seeking information nor do they have any interest in finding the solution to the problem.
- **Non-publics:** Also known as passive publics, this group of individuals is completely unaware of the problem. Their level of involvement in the problem is zero. (Colin Lester PR)

Each group demonstrates a different trait in their level of involvement and information processing. In such a scenario, the PR professionals need to find the right group of publics for their campaign.

- **#1 Case Study:** Initially, Mumbai Metro Rail Corporation Limited (MMRCL)'s Mumbai Lifeline 3 (Colaba-Bandra-Seepz) project was met with tremendous criticism owing to issues like the destruction of green cover, displacement of locals and the possibility of increased pollution.
- **Issue:** The negative publicity received cultivated a negative opinion among the public leading to the protest of this project. The tremendous pressure from the public even got MMRCL a High Court order to stop cutting down trees for the project.
- **Action Plan:** As a solution, MMRCL produced an integrated communication campaign by dividing the public into sub-groups. Key messages were custom-tailored for Advocacy groups, Locals, Citizens, NGOs, and other stakeholders. The campaign used a mix of diverse media channels to reach out to its various publics. Digital ad campaigns, informative sessions about rehabilitation programs, interviews of industry key experts and community engagement programs for locals were some of the communication strategies being undertaken to make individuals aware of the benefits of this project.

As a result, targeting the right group of publics garnered positive support leading to the campaign success of MMRCL's Mumbai Lifeline 3 project.

- **Key takeaway:** Instead of using a blanket policy approach, always divide your target audience/publics into sub-groups. Such an approach will help you to develop a custom-tailored communication plan for each group.

Message: What shall we say?

What is communication, setting aims and objectives, who shall we talk to, what shall we say, when, in what medium and to what effect?

The message is the soul of any communication process. It is a piece of information that a sender encodes and transmits across to the receiver. In the case of campaigns, the sender becomes your brand/organization while the role of the receiver is played by your target audience/public.

The key message transmitted can either be verbal content (speech, interviews, songs) or it can be non-verbal content (emails, signs, symbols, facial expressions). The primary function of a message is to inform, educate and persuade the respective target audience/public.

One needs to remember that in the process of key message transmission there's always a possibility of a message encountering numerous barriers. These barriers can be Language barriers, Cultural barriers, technical barriers, Environmental barriers, or Physical barriers. Often these barriers can lead to distortion of your key message resulting in communication failures.

Hence, a brand/organization needs to develop a key message that has the following characteristics:

- **Clarity:** A key message needs to convey the information that a brand desires to communicate to its target audience. Unnecessary use of jargon or complex phrases results in miscommunications.
- **Brevity:** Brevity is the key to message composition. A concise and clear message can garner more attention as compared to a chaotic and complicated one.
- **Engaging:** To be noticeable amidst the noise, a brand needs to draft a key message that is unique, relatable, and engaging for its target audience/public.
- **Relevant:** While drafting a key message, a brand needs to check its relevance to the present market scenario. Irrelevant key messages often fail to connect with the target audience/public.

#Case Study:

Most brands use promotional strategies to attract the attention of their target audience. Alternatively, some brands have been taking a different approach by narrating their brand values through a relatable key message rather than direct promotions.

- **Overview:** British Airways ran a campaign #FuelledByLove for their customers. What made this campaign unique was its novel key message. The brand released a video that showcased nurturing of a caring bond between the air hostess and an old lady. The caring bond developed by the cabin crew results in the old lady visiting the cabin crew's house after the flight.

Thus, instead of promoting their brand directly by demonstrating key benefits of their service, British airways decided on the narrative of an engaging story to express their brand values. Within a brief period, the video managed to get millions of views on YouTube.

- **Key Takeaway:** Sometimes a novel approach to narrating an engaging brand story can work wonders in connecting a brand to its target audience over the traditional direct brand promotion.

Media Channel: Which medium to use?

Medium is a mode that facilitates the information flow within a communication process. While medium acts as a mode of communication, channel is the element through which message transmission occurs.

With constantly evolving information technology, brands today have a wide range of media channels available. Right from traditional channels (letters, newspapers, phone calls) to modern-day digital channels (blogs, social media handles, websites).

At such times, it becomes crucial for brands to select the right media channels that will help them to transmit the key message to their target audience. For this, brands running the campaigns need to have in-depth knowledge and understanding of all media channels.

#Case Study:

Back in 2016, Star sports initiated a campaign to increase the viewership of women's Kabaddi tournaments. Considered to be a male-dominated sport, the women's kabaddi tournament had low viewership.

- **Action plan:** In view of gaining visibility, Star sports initiated the #CrossTheLine campaign that featured stories of ordinary girls beating the odds to achieve their dreams of playing kabaddi. The campaign tried to normalize the perception of women playing this male-dominated sport.

With this intention, the brand used the right media mix of print, videos, social media, and broadcast media channels to reach out to the people. The campaign successfully scored about 218.2 impressions from the media mix utilized.

- **Key Takeaway:** A right blend of media mix coupled with the right key message and a social cause can result in a great campaign.

Time Frame: When shall we say?

Effective campaigns are the ones that are launched at the right time. A slight delay in the launch can result in a loss of opportunity.

But how does one determine the right time for the campaign launch? Well, there are some factors that impact the decision-making process for the right time which are:

- **Presence of external events:** Exclusive campaign launch often leads to greater campaign visibility. Hence, before launching a campaign, it is pivotal to scan the market for any upcoming major events or product launches to avoid a clash with other events.
- **Time to reach target audience:** Each medium takes a different amount of time to reach its target audience. For example, a tweet will reach its target audience faster compared to print media. Doing the math, brands using a blend of traditional and digital media need to analyze the collective time that will be required by a campaign to reach its target audience.
- **Availability of financial resources:** Before deciding the right time, it's important to check the availability of financial resources. Such a check helps a brand to have a fair idea of the strategies that they can undertake for a campaign launch.
- **Time-specific campaigns:** Festival-based campaigns or campaigns based on special occasions like Father's Day are time-specific. It becomes important for brands to launch this campaign on those specific days or else the campaign ends up losing its value.

Thus, by collectively analyzing the above-mentioned factors, brands can certainly identify the right time for their campaign launch.

#Case Study:

In mid-2017, on the eve of Independence Day, Bajaj Avenger rolled out a campaign titled #RideYourIndependence via a 1.44-minute video. The campaign featured women independently riding Avengers and fearlessly navigating across the roads without any restrictions. At the end of a video, they projected a quote by Mahatma Gandhi stating, "The day women can walk freely on the roads at night, the day we can say that India has achieved independence."

Leveraging the occasion of independence, the campaign was launched at the right time on various social media platforms. Loved by all, it got tremendous positive media coverage for its on-time release.

- **Key Takeaway:** Never underestimate the power of releasing a campaign at the right time.

Creativity: How do we say it?

With constant cutthroat competition, everyday individuals are bombarded with a lot of campaigns. To be noticeable, a brand needs to keep exploring creative ways to communicate its key messages.

Gone are the days when direct promotions or offers would work in favor of brands to attract their target audience. Owing to the information explosion, consumers today are well informed and are looking forward to connecting with creative campaigns of socially responsible brands.

Understanding the need of the hour, some brands have already started redefining their campaigns with real and heart-warming stories that instantly connect with the target audience.

#CaseStudy:

Dove campaigns have been based on one such heart-warming approach. Unlike other brands using actor models, Dove prefers to keep it real by featuring non-actors in its campaigns. Additionally, most of its campaigns like the #RealBeauty campaign or #StopTheBeautyTest campaign have been constantly attempting to break the stereotype of beauty standards set by our society.

These cause-oriented communication strategies with relatable heart-warming stories have been successfully connecting individuals with this brand.

- **Key Takeaway:** Campaigns encouraging real and novel communication techniques always have a better chance of developing strong brand-customer relationships.

Feedback: Resulting end effect

Campaigns are primarily launched with the broader aims of developing brand image, improving brand visibility, and increasing sales. But how do brands know whether their campaign has been a success or a failure?

This is where the concept of feedback i.e. the evaluation of the resulting end effect comes into the picture. Considered to be the last element in the process of communication, Feedback helps brands to evaluate their campaign performance.

Usually, when it comes to PR campaigns, the PR professionals conduct preliminary research on their brand image during the pre-campaign phase. This renders a fair idea to the professionals whether the existing brand image is positive, negative, or neutral.

Besides, the post campaign evaluation process further offers a clear picture to the brands. This post evaluation is done with tools like feedback forms, media mentions, positive stories covered by media or data drawn from digital campaigns. This analysis provides a fair idea to the brands about the resulting end campaign effect.

Correspondingly, in case a campaign fails to offer the desired outcomes then a communication audit is undertaken to spot the communication loopholes in the campaign.

Check your Progress:

1) What characteristics does a Key Message have?

2) How can you effectively communicate your message, and what strategies can you use to ensure that your message is clear, concise, and impactful?

3) Elaborate the Case Study of Bajaj Avenger

5.6 SUMMARY

- Communication is a process of information exchange where a sender transmits the encoded message to a receiver through a medium. A receiver sends back the reply in the form of feedback.
- A Campaign is a deliberate, planned, and sustained effort initiated by brands to increase their sales and visibility.
- Playing the diverse roles of informing, educating, and persuading, communication is the key to the development of effective campaigns.
- Communication objectives are the specific action plans derived from communication goals which are broadly formed from a brand's aims.
- An effective communication objective is measurable, goal-oriented, specific, time-bounded and demonstrates clarity.
- Sender, Message, Medium, Receiver and Feedback are the five vital components of a communication process.
- For campaigns to be effective, a sender needs to transmit the right key message at the right time through the right medium to the right target audience.

5.7 QUESTIONS

1. Define the role of communication in a campaign?
2. Explain the process of campaign development.
3. Discuss in detail to whom we shall talk?
4. Elaborate on the concept of medium.

5. Write short notes on:
- Message in the process of Communication
 - Communication aims.
 - Characteristics of a key message
 - Feedback on a campaign

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MEDIA RELATIONS

Unit Structure

- 6.0 Objectives
- 6.1 Introduction
- 6.2 Media Relations
- 6.3 Media Classification
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6.0 OBJECTIVES

- Give examples of many ways in which these media can be utilized for the purpose of public relations.
- Distinguish between opinion pieces and news items.
- Outline the structure of a typical media organization.
- Explain the need for cultivating media relations.
- Describe the many ways in which media relations can be cultivated.
- State the dos and don'ts for maintaining good media relations; Outline the steps to be taken for arranging press conferences.
- Identify the extraordinary measures to be adopted for flow of information to media during crisis management.
- Select the right media to match the audience, management, and objectives; and

- Name the media related professional bodies about which a public relation officer should be aware.

6.1 INTRODUCTION

Public opinion is everything. It makes everything successful. Without it, "everything collapses," observed Abraham Lincoln in reference to the power of public opinion, which determines the success or failure of every endeavor.

Edward Bernays defined public relations as "the effort to enlighten, convince, or adapt in order to engineer public consent for an activity, cause, or institution." Here is where communication becomes a vital instrument.

Information dissemination alone is insufficient. Communication must be accepted and adopted by the recipient for it to be effective. As described by Berlo's 'SMCR' formula, the message, medium, source, and recipient become interconnected. In complicated societies, media has a significant impact on our thought processes, which is why a public relations professional must employ media effectively for persuasion and motivation. The media is saturated with messages that cannot all be utilized. Therefore, the public relations professional must have something newsworthy to say. The message should also be presented effectively. A PRO must also be considered a reliable source.

All of this is only possible if one has good contact with media workers, becomes acquainted with them, and understands their challenges. One must also develop a respectable and reputable image for oneself and the organization. In this section, we will study the significance of effective media relations and the art of cultivating them for personal gain.

6.2 MEDIA RELATIONS

Media relations is not limited to making links with media outlets. Maintaining cordial ties with working journalists in print and electronic media and gaining their confidence is a commendable effort. One of the most crucial parts of effective public relations is maintaining positive relationships with the media. Since the media world sets the agenda for talks and contributes to the interpretation of events, it also significantly shapes the thought processes of readers. Consequently, it helps to form public opinion. Consequently, it becomes essential for the public relations communicator to establish and maintain solid relationships with the media. "Good media relations are acquired via honest and useful news service offered in an atmosphere of mutual respect and candor," as stated by Scott H. Cutlip.

The practitioner of public relations transmits information, ideas, etc. to the public's target audience through the medium of the media. In Public Relations, the media are frequently referred to as "weapons or tools." Different instruments are required in the profession of Public Relations not

just to deliver messages but also to sway an audience or target group towards an idea or product, just as different sorts of weapons are required to wage war. In the modern world, it is hard for public relations professionals to reach their intended audience without the assistance of the media. Public Relations requires the use of the media.

The medium we use to deliver a specific message will rely on a variety of circumstances, including:

- a) What is the message's subject matter?
- b) Who are your recipients?
- c) Where do they reside?
- d) What is their socioeconomic and educational background?
- e) Which channel can properly convey your message?
- f) What is your financial plan?

Relevance of media is dependent on the message. Communication and media are key components of public relations. In fact, they cannot be separated. In the absence of a message to send, it is impossible to conceive of the utility of even the most advanced media. It is comparable to the ineffectiveness of a cassette player if there are no tapes to play. In addition, the medium and the message are invariably reliant on other variables, such as the audience or receivers.

People utilize the media daily for knowledge, information, and entertainment. Every day, people are exposed to several forms of media. Who does not regularly read the newspaper? People do not watch television, correct?

People are drawn to television regardless of the content of the program due to its visual impression. Undoubtedly, the media aids in informing and persuading. The media informs us of what to consider, influencing public opinion of an organization. Therefore, the media have a significant impact on public relations in establishing positive attitudes for the organization on whose behalf they are utilized.

6.3 MEDIA CLASSIFICATION

Media can be categorized according to their appeal to the human sensory organs. They are divided into three classes:

- 1) Those that catch the sight and
- 2) Those that reach the ear
- 3) Those that are both visually and aurally appealing.

Visual Media:

Visual media are those that appeal to the sense of sight and the impressions obtained from the eye. They consist of newspapers, periodicals, photographs, illustrations, and books. In all these media, sight is the catalyst for the mind. With the aid of the eye, messages are received.

Radio and audio cassettes are examples of media that fall within the second category, which contains tools that affect the ear. In this instance, individuals get messages via the ear.

Audio-Visual Media:

Audio-visual media are those that appeal to both the visual and auditory senses (i.e., the eye and the ear). Television and motion pictures are examples.

Each media has its own utility and significance in the dissemination of information to the public. Separating the media into watertight compartments would be pointless. In terms of their functions, they are all interdependent. The fundamental aspect that is a common factor is communication.

The significance of various media is demonstrated below:

- 1) When you tell someone anything orally, he retains only a portion of it.
- 2) when you show him something visually, he retains a bit more of it; and
- 3) if you both show and tell him, the message reaches him and is fully comprehended.

Audio-visual communication, therefore, can be described as "telling and showing". A Chinese proverb says: "If I hear (Audio) I forget; If I see it (visual) I remember; If I, do it (Audience participation) I know ".

We cannot, however, conclude that one medium is better than the others, because each is significant in its own way. One medium may be more suitable than the others for communicating a given message to a particular audience. Depending on the nature and contents of the letter, we must make a prudent choice. If a message needs to be broadcast across the country or if knowledge of a new product needs to be raised in the country, radio may be the most effective method. One medium may not be sufficient to reach bigger segments of the population with diverse linguistic and cultural backgrounds. A practitioner of public relations may be required to utilize the various media repeatedly. This is known as a "multimedia public relations strategy."

Mass Media:

When discussing mass media, it is necessary to examine the history of the communication process. Communication can be divided into three categories:

- 1) Person-to-person communication (Oral communication)
- 2) Group communication, and
- 3) Mass communication

Public Relation Tools			
MOST EFFECTIVE → → → → LEAST EFFECTIVE			
Individuals as Tools	Personal Tools	Publications	Mass Media
One-to-one	Telephone Calls	Organisational newsletters	Daily and Weekly newspapers
One-to-a-small-group	Letters and cards	Business or professional publications, Industrial or trade publications	Mass circulation magazines
One-to-a-large group		Employee or union publications	Television radio cable television

SPECIAL EVENTS INCLUDED ALL MEDIA-COMMUNITY RELATIONS

Mass media crisis communication is an exception.

- **Oral Communication:** The communication process develops through direct interaction between two people. This is face-to-face communication or interpersonal interaction. When modern connectivity was unavailable, this was the only method of communication.
- **Group communication** is also direct and personal, with the potential for an intimate and collaborative dialogue. However, when a huge group is present, the conversation is less personal. The relationship between group members, the formality or informality of the setting, and the source variables impact the effect of group communication. Group communication is demonstrated via conferences, seminars, and even village markets.

People were compelled to disperse themselves throughout the country because of the astronomical increase in population. As the population grew and communication mechanisms such as radio, television, and film were developed, the need for mass communication grew substantially. Person-to-person communication made it challenging to deliver a message to a significant segment of the population. To simultaneously deliver information and ideas to large and diverse groups dispersed around the country, communicators began utilizing a variety of tools for communicating with big audiences via mass media.

The term in question was "**Mass Communication.**" On the eve of Republic Day, the President addressed the country via Akashwani. This is an example of mass communication. Akashwani is a mass communication medium. The mass media consists of newspapers, magazines, radio, television, and motion pictures. Two significant characteristics make them mass media. The first is that their reach encompasses a vastly diversified populace living in huge and expansive regions of a nation.

We use highly modern and scientific tools to communicate with the public, such as printing machines, electronic cameras, broadcasting, satellites, etc. Another characteristic of mass media is that they are based on mass production and mass distribution. There are millions of newspapers printed for distribution to millions of individuals. Mass media are distinguished from other media such as interpersonal communication, billboards, movie slides, etc. by their mass audience, advanced technology, mass production, and broad coverage.

6.4 PUBLIC RELATIONS MEDIA

A public relations practitioner must choose a medium based on the message and the intended audience. Unlike commercial media, the Public Relations media are diverse and varied. This is because the public relations message must reach a greater number of people from diverse backgrounds, whereas the target audience in advertising is limited. As a result, the variety of Public Relations Media is vast.

- a) The Public Relations Media can be divided into the following categories:
- b) The Press includes newspapers and magazines.
- c) Photographs: Images, sketches, cartoons, and schematics.
- d) Publications include books, folders, pamphlets, house journals, manuals, information bulletins, yearly reports, direct mail, and newsletters.
- e) Bulletin Boards: three-dimensional models, exhibitions, billboards, posters, buses, panels, and neon signs.
- f) Special Events: Open House.

Audio-Media:

- a) Radio
 - b) Audio-tapes cassettes
- **Direct Communication:** speeches, public gatherings, conferences, seminars, symposia, and annual meetings.
 - **Audio-Visual Media:** Television, video cassettes, films, documentaries, news reels, film strips, cinema slides.

- **Traditional Media:** folk music, folk dance, burra-katha, harikatha, jammukula katha, and puppet shows.

6.5 A TYPICAL MEDIA ORGANIZATION STRUCTURE

A public relations professional must understand the structure and operation of a media organization. A common organization for print media can be divided into three sections:

- **Editorial Section**
- **Business Section**
- **Administrative Section**

The editorial section, which includes the reporting section, consists of the:

- editor, who pens editorials expressing opinions on a particular topic of national significance.
- Associate Editor
- Resident Editor who oversees the local edition of the publication.
- The News Editor oversees the entire news department.
- Chief of bureau
- Sub-Editor who edits the copy, writes the headlines, and checks the newspaper for errors.
- The Sports Editor oversees the sports news.
- Art critics who compose reviews on diverse topics, such as books, films, television and radio programs, plays, music, dance, etc.
- Magazine Editors who handle feature items written for a newspaper's magazine section.

The section on Reporting includes:

- Special correspondents
- Chief Reporters
- Staff Reporters
- Photojournalists

There are two departments within the Business department:

- Advertising and
- Circulation.

- The Advertising Manager is responsible for selling space for national, local, and classified advertisements inside the newspaper.
- The Circulation Manager is responsible for the distribution of both city and dark versions of the newspaper.

Lastly, the administrative department oversees the management of the newspaper's various parts and contributes to its image.

6.6 OPINION WRITING AND PUBLIC RELATIONS

A vast number of editorial department employees contribute to the publication of the many sections of a daily newspaper. On the editorial page of a newspaper, which includes editorials, feature items, columns, and letters to the editor, you will find the publication's viewpoints and opinion pieces.

The most important part of the editorial page is the editorial, which displays the newspaper's ideology and viewpoints. It is difficult to obtain publicity with editorials, but it is the most effective method if you have a compelling argument. It is more credible to readers because it has media support. Each inch of content space is significantly more valuable than advertisement space.

To influence the editorial, you must have a compelling tale and communicate with the editor in a persuasive, cordial, and convincing manner. Informal conversations could be held with him in a calm setting to evaluate the most important aspects of a tale or even an incident in its entirety. Similarly, a columnist who writes newspaper columns may be asked to consider publishing a profile of your company or highlighting its work culture.

For instance, non-profit organizations could employ a human-interest angle to promote their decent work by focusing on the recipients.

Read the related article in a travel magazine about AIR INDIA:

Tourism promotion is one of the primary objectives of Air India's corporate marketing strategy. As the national airline of India, Air India realized exceedingly early on that the duty of an airline should not be limited to simple transportation between two points.

Air India has been actively promoting tourism in India due to its access to millions of people throughout the globe via its extensive international network. Air India's engagement in tourism promotion dates to the early 1950s. In 1951, the Tourism Cell was established at Air India's headquarters, and in 1952, Air India brought the first organized party of tourists to India.

Air India has significantly contributed to the promotion of tourism in India. Considering the Department of Tourism, since 1967, when Air India started Operation Europe, Operation United Kingdom, Operation United States, Operation Australia, and Operation West and East Asia, there has

been better coordination in terms of advertising and other promotional initiatives abroad to promote tourist traffic to India. This has also been reinforced by Air India's special pricing and excursions. This has led to a gradual but consistent growth in the number of tourists visiting India.

The designation of 2001 as the Visit India Tourism Year reflects the significance ascribed to India's positioning as the Destination of the 1990s. Air India, in conjunction with the Government of India Tourist Office, is making concerted efforts to entice people from various demographics to visit India by showing video films on trekking, mountain tours, sports activities, and tourist destinations, and by organizing festivals and trade fairs in various locations around the world.

Air India has taken the initiative to create lesser-known locations as well as publicize and promote India's better-known destinations. Air India launched a global campaign in 1988 to promote Kashmir and boost the number of foreign visitors to the region. Air India has launched a big push to market South India as a tourist destination considering the challenges currently affecting the state of Kashmir.

Air India has sponsored several 'know India' seminars for travel agents in various parts of the world. The airline has also taken an active role in the coordination of numerous international trade fairs and trade exhibits and has provided support for many India Food Festivals. Air India assists the Department of Tourism in coordinating and establishing India Pavilions at all major trade events and fairs. Historically, the bulk of travelers to India were of middle age. India has been marketed for years as a cultural destination with old civilization and monuments. However, the modern traveler is younger, wealthier, better educated, and more daring. He is a pleasure seeker. He wants relief from his frantic life's worries and pains. During his vacation, Strategies seeks leisure and amusement. Air India has taken the initiative to promote golf tourism in Europe, Japan, and the Middle East and has finalized group movements of high-spending travelers to India for golf.

Conference Tourism is a lucrative business in the travel industry since convention tourists frequently travel at the cost of their employers. Air India recognized this opportunity early on and in 1974 established a Congress & Conventions Section. The Section manages and promotes international conferences held in India.

Since 1950, the rate of tourist arrivals in India has increased steadily. If the same growth rate continues during the 1990s, India will be able to attract 2.5 million tourists by the year 2000. Comparing tourist arrivals in 1991, 1992, and 1993 reveals satisfactory levels. Due to the Ayodhya event, prolonged airline strikes, and bombings in Bombay, the number of arrivals in 1993 naturally decreased by 5.5% compared to 1992.

With the large rise in visitor arrivals compared to previous years beginning in December 1993, the downward trend has been reversed.

Air India is fully prepared to maintain the tourism industry's momentum and has numerous advertising campaigns in full swing.

Use letters to the editor or comments to provide information, make clarifications, or rectify any misunderstandings that may have appeared in news articles or other readers' letters regarding your organization. These write ups may only be used as a last resort when the critique cannot be properly clarified by clarifications. Occasionally, it may also function as a supplementary source of information for readers.

As a public relations professional, you must take advantage of these opinion pieces that express thoughts or make suggestions on a variety of themes and promote the image of your organization.

This is only achievable if you cultivate pleasant contacts with media personnel and persuade them to adopt your viewpoint.

6.7 SOUND MEDIA RELATIONS

The journalist and the public relations professional are interdependent in some sense. However, they have divergent interests. Journalists want fascinating news to gratify their viewers/readers, but public relations professionals seek positive PR for their organization.

This may occasionally produce difficulties. The public relations professional may be tempted to blame the press for giving more coverage to momentous events than to other socially significant activities, whereas the press may perceive the public relations professional as presenting biased news with insufficient knowledge of editorial requirements.

Because one cannot exist without the other. Considering the importance of long-term relationships, it is crucial that the public relations department develops a positive rapport with the media by first gaining an understanding of them.

As a public relations professional, you must possess the following to cultivate cordial relationships with the media:

- An evaluation of media specifications
- Knowledge of journalistic ethics and standards
- Understanding the responsibilities and function of journalists.

When interacting with the media, you should: be clear and prompt in your communication; be receptive to media requests; and be cooperative with the media.

- a Maintain absolute purpose clarity.
- Credibility is the aspect that promotes media relations, and this mostly depends on your ability to give timely, accurate, and unbiased information without exaggeration or bias.

- Understanding is another crucial stage in nurturing the media.

You cannot interact with anyone if you lack clarity and knowledge. Only then will you be able to make the other person comprehend what you intend to communicate. As a result, it is crucial that you, as a spokesperson for public relations, understand your organization, its goals, and programs, as well as the structure and operation of a normal media organization.

Guidelines for Media Relations

Do's:

- 1) Be familiar with your organization.
- 2) Always be available to answer inquiries.
- 3) Keep the media list updated.
- 4) Respond to inquiries immediately.
- 5) Understand how the media operate.
- 6) Have additional sound discretion.
- 7) Be forthright.
- 8) Develop writing skills.
- 9) Provide access to references.
- 10) Meet all deadlines.

Don'ts:

- 1) Do not embellish.
- 2) Do not suppress stories.
- 3) Do not mislead journalists.
- 4) Avoid playing favorites.
- 5) Do not argue with journalists.
- 6) Do not be disrespectful.
- 7) Do not pressurize.
- 8) Do not mix advertising with public relations.
- 9) Do not whine if your narrative is omitted.
- 10) Do not act condescending toward media persons.

6.8 HOW TO CULTIVATE THE MEDIA

In general, the strategies utilized by public relations professionals are universally similar.

The following are:

- i) get acquainted with the reporters-sources informally
- ii) meeting them frequently for a specific reason, and
- iii) discussing topics of common interest

Also attempt to know them socially. This will assist in strengthening relationships. You can present your organization's policies and programs in an informal manner. All these actions will result in the establishment of closer links, mutual understanding, and rapport between you and the media.

Media wants you to be straightforward, genuine, and concise. By meeting their expectations, we can gain their trust and benefit from their goodwill. This helps the media have a clear understanding of you and your organization.

Remember, as a public relations professional, you should: identify and even anticipate newsworthy events; provide the media with concise information in the format they require; never attempt to pressure them to publish or suppress a particular story; focus your efforts to stay within the boundaries of new interests, so as not to overload the media.

Provide them with one story at a time, bearing in mind the perspective of public interest; connect with the media and state your facts clearly; provide the press with everything essential for publishing. This should be the highest priority.

Avoid approaching a correspondent with the negative phrase, "I don't think this will be of interest to you." His level of interest will rely on the information presented to him. The proper approach will have a more optimistic tone. This will pique your attention.

Contribute to building your organization's image in the media, develop tight and ongoing relationships with the press, and identify yourself as their friend and teammate in the communication sector.

Good media relations also necessitate superior communication abilities, which must include seven factors. These are referred to as the seven Cs of communication:

- 1) Reputability
- 2) Materiality
- 3) Context

- 4) Clarity
- 5) Persistence
- 6) Methods of Transmission
- 7) Capability of the target group

Check Your Progress:

1. Why is the use of media important to public relations activity?

2. The use of a particular medium is linked to several factors. State these factors.

3. What are the factors that distinguish mass communication from the media?

6.9 CULTIVATING MEDIA RELATIONS: SPECIFIC METHODOLOGY

After discussing the broad methods of media cultivation, we will now attempt to explain three specific methods of media interaction:

- initially, while communicating information via press releases
- secondly, during press conferences, press briefings, and press tours.
- thirdly, creating scenarios that pique the media's interest.

Information is offered in the form of press background, press announcements regarding events, growth profiles of your company, and annual plans.

A press backgrounder is an instructive report produced in a straightforward way that gives data, statistics, historical records, and a status report of any organization-sponsored event. Thus, these

backgrounders serve as a credible source of information and prepare the media personnel to receive additional information at the press conference.

Press releases are official notes carrying breaking news, event reports, development tales, and even policy-related announcements. A well-written press release must have the following elements: timeliness (a story is of no interest if no one reads it) and conciseness. A press release that misses the deadline of a newspaper has no value.

Importance of the subject; A concise report written in plain terms.

All these elements are presented in a concise and complete manner to provide reporters with exact information swiftly and clearly.

If you desire to elaborate on any information about your organization, you may give the media a full report in the form of booklets, brochures, or newsletters and be available by phone for any clarifications.

Organizing Press Conferences:

One fundamental public relations media is the spoken word, which focuses on personal contacts and organization-wide activities. A press conference is an essential public relations instrument in the category of spoken language. This is face-to-face communication, which allows the media to obtain information, clarify questions, and raise issues immediately.

- Advance preparation is necessary for organizing a news conference.
- Clearly outlining the conference's objectives

The first stage in organizing a press conference is determining the TIME and VENUE, keeping in mind the media representatives' availability. The media must receive the invitations well in advance. Transport and hospitality concerns must be addressed. The provided facilities should be suitable for both print and electronic media. A well-run news conference can contribute tremendously to the success of media relations.

You, as a public relations professional, must make the purpose of the conference obvious to the media and entrust them with the information you wish to highlight. The press conference could contain funny and diplomatic responses to queries, but no offensive sentiments. As a public relations communicator, it is your responsibility to ensure adequate attendance, smooth proceedings, good humor, and a laid-back environment. This would result in an honest portrayal of your organization by the media and the public.

But prior to all the steps, you must generate opportunities to meet with media members and give your perspective on the problem at hand. With this information, you would be able to write a backgrounder for the media that includes all pertinent elements.

For the convenience of media personnel, a press kit containing a press release, introduction article, profile report of your organization; copy and pencil or pen; and pertinent images should be provided whenever available.

Occasionally, to promote a feature story, "Informal Press Briefings" are organized to shape public opinion. These briefings are typically intended for special correspondents covering a certain field, such as politics, economics, or culture, or specific events, such as crimes, accidents, court cases, murders, arson attacks, communal riots, etc. The purpose of these briefings is to provide a detailed explanation of the events' context and to provide an opportunity for journalists to clarify their doubts or ask questions. The periodic scheduling of these informal meetings helps to create and improve your relationship with the media.

Press Tours: If you have something to show the press, such as a new location or an operational plant, arrange a press tour to that location. Provide the media with transportation (paying special attention to female journalists), lodging, recreational facilities, and any other information they may require. These travels yield good returns in terms of enhanced media coverage and solid relations. However, care must be made to prevent these excursions from becoming pointless jaunts.

Good media relations are a two-way street. Consequently, it is essential that public relations operations also focus on evaluating media output.

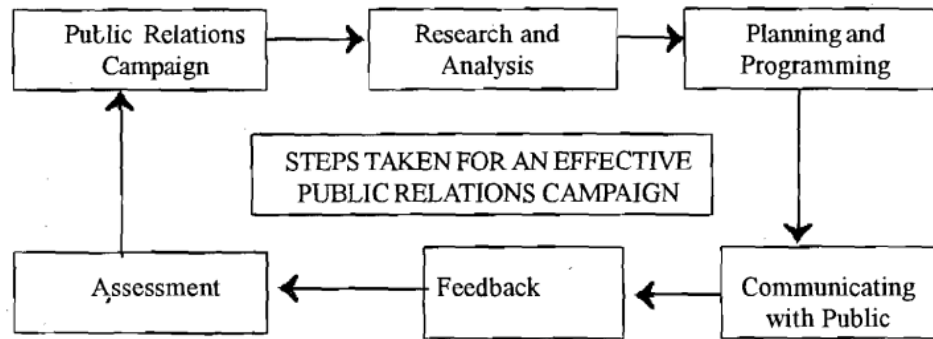
6.10 EVOKING AND MONITORING MEDIA RESPONSE

Using worthwhile ideas, one may also actively and creatively urge the media to publish editorials, features, etc. In addition, monitoring media response is an essential aspect of establishing positive media relations. Your organization must monitor press opinions to create its own credibility and nurture a balanced perspective towards press viewpoints, since this is an excellent indicator of its strengths and weaknesses. Also reflective of the success or failure of your public relations campaign. Clippings should be filed for archival and reference purposes.

It is necessary to amplify the results of periodic personal visits. This enhances your organization's reputation and generates favorable media coverage.

Once the media realizes that their remarks are being examined for the organization's advantage, they will be more responsive and willing to engage in your organization's endeavors.

We present here, in diagrammatic style, the steps that PR experts must take to develop a successful PR campaign in which media plays a significant role at all stages:



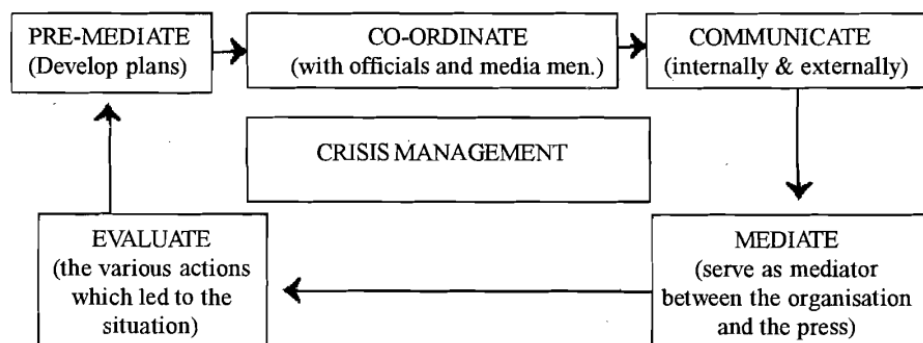
6.11 CRISIS MANAGEMENT

In times of emergency, media relations may become very tense. During tense and unexpected situations, the media's primary objective is to collect the noteworthy news that a crisis typically symbolizes. During this moment of emergency, the media must be effectively and calmly managed. Any confrontation is detrimental to the organization's interests. One should not attempt to censor information. One should notify the media. The senior public relations professional should distribute all information issued by management.

If necessary, an individual might be designated to make frequent statements accessible. One must be careful not to guess by prematurely estimating the damage. Also, one should not attempt to assign responsibility to an individual before investigating.

Regardless of the nature of the crisis—an accident, a murder, a violent strike, a break-in, or a scandal—it should not be kept secret. You must expedite the precise management of material in collaboration with the media. Internal and external communication channels should remain open throughout a crisis.

The Media personnel must be informed of all the most up-to-date information. Ensure communication flows freely within the parameters of the public relations plan. After the crisis is passed, media outlets may be thanked for their cooperation.



You have learned thus far about the availability of various media and how to cultivate the media to acquire successful publicity for your organization. Next, you must determine if your narrative is fit for publication in more than one medium. Therefore, you must evaluate your requirements and the scope of the media environment. If the news is of national significance or is intended to enhance the public's image, you must use a multi-media strategy to reach a wide audience. If the news is of limited interest, you might restrict your options to one or two outlets. Your efforts should always be focused on presenting your organization in a positive light, whether in print, electronic, or other media.

Print Media:

When it comes to print media, newspapers are the most essential source of daily news on numerous topics for all demographics. We've previously discussed newspaper organization. Let us now attempt to describe how another print medium, magazines, function.

There may be connections between periodicals and newspapers and books. They are a great tool for presenting your organization's policies and programs in depth. You must contact the editor, correspondent, and authors of several influential magazines and their specialized areas of interest, such as news magazines, general magazines, business magazines, illustration magazines, fashion magazines, sports magazines, and similar publications.

This allows you to reach out to the appropriate magazine's media staff. Here, again you require:

- Sound judgment
- perceptive understanding
- precise data
- comprehensive research materials

The editor could be given a feature proposal for approval. Organizing press parties promotes positive media relations. It provided an opportunity to get to know the media team on a personal level, leading to enhanced contact. You could convey your message to them by providing the media with factual full publicity materials and captioned images.

The newspaper may occasionally contact the publicist for advertising and reading material in special supplements on industry. These as well as non-commercial supplements (such as those published for national events) may provide opportunities for positive exposure through features.

Print Media also includes House Journals, which are a non-profit organization's periodic publication to maintain communication with its staff and the public.

These publications increase worker participation by instilling confidence in them regarding organizational policies and programs and soliciting their cooperation. Additionally, house journals provide the media with a comprehensive background study on your organization.

Electronic Media Relations with the Media:

Broadcasting is the most significant and widespread kind of mass communication. People continue to rely on print media for information, however. This "media gap" is an unfortunate reality. Despite this, the spread of broadcast media continues to be rapid. Before we discuss the obligations of media professionals for broadcasting programs, it is essential that you have a basic understanding of radio's distinguishing traits.

Radio is a medium that utilizes words and sounds effectively, providing its listeners with a direct delicate touch and a sense of participation due to the human voice and its conversational form of communication, interviews, and features. Therefore, if you wish to reach a wide range of the general population through radio, it is best to regularly broadcast news or distribute press releases for entertainment and feature programs. The following should be included in radio-specific press releases:

- careful and precise details delivered in a conversational tone
- reliable and precise information

A report that is objective, concise, and focuses on the topic, with few figures and statistics.

Radio broadcasts are intended for the ear, not the vision. Consequently, they are conversational, informal, and concise. The AIR media team consists of:

- Announcers
- Program Manager
- Writers
- News Manager
- Directors
- Producers

AIR's code of regulations places restrictions on the use of private company names in its news broadcasts. Such goods alone that do not promote the organization are accepted. Regarding Public Relations, commercial channels provide the most effective venue. Sponsored Programs with entertainment value arouse listeners' keen interest.

If the planned Prasar Bharati Bill is enacted and electronic media is granted autonomy, there will be numerous opportunities for the broadcast of business news.

Motion image:

Film is another electronic media that contributes significantly to your organization's image. An elevated level of media involvement and a more accurate depiction of an action are two of the distinguishing characteristics of motion pictures. As the PR spokesperson, you might provide your organization with filmmaking advice. This demands a solid understanding, if not expertise, of this audio-visual medium. It is advantageous for a PRO to study the complexities of film production and, more significantly, to be familiar with the people engaged in film production, such as the producer, director, screenplay writer, camera operator, editor, sound recordist, and other crew members.

You should be able to contact a professional producer and determine, based on his previous work, whether he can deliver the desired outcome. You should maintain an open dialogue with him and assess his ability.

Once the contract has been finalized with him, contact the screenwriter. Inform him of your objective and projection strategies. After you and the highest-level management of your organization have accepted the script, the director is consulted; he or she is responsible for adapting the story into a film.

You must instruct the Director on the projection angle to be used, while granting him entire freedom and cooperation in his job. The focus of the film must be to convey a positive image of the organization to the audience and to promote internal communication inside the organization.

Good media relations are contingent upon prompt payment, sound objectives, and correct policy implementation inside the organization. Otherwise, the project could devolve into insignificance if the script is not developed. This requires the following three steps:

- **Concept:** to be unambiguous.
- **Treatment:** conducive to your company's image
- **Scenario:** to be impressive.

Production involves substantial pre-production plans. You must communicate your objectives to the production team and support them with casting, personnel recruitment, and the design of the approach. Once the film is complete, you should supervise the editing and verify that the definitive version of the film emphasizes the points you offered. By creating a positive rapport with the film crew, it is possible to manipulate all these aspects appropriately.

The final component is the **Distribution** of the film to the intended audience, which is also crucial. To attain the goal, the film must be well

publicized. The Film Division may screen films provided by organizations if they have educational value or national significance. However, image-building films are not permitted.

Slide Films:

Slide films or slides are a less dramatic and more affordable form of communication. It is a continuous strip of film on which frames appear in a predetermined order. A slide film may or may not have an audio track. As the presenter of your organization's PowerPoint presentations, you have the option of expanding or condensing any pertinent information that you share with the media or the public. This procedure is extremely efficient and convenient.

It is impossible to stop the constant advancement of technology. Today, man can resist gravitational attraction and enter space. Yes, we are discussing **SPACE SATELLITES**, which have caught the public by storm. Prior to this, **CABLE TV** was already making waves in the world of communication. The **CABLE NETWORK's** Public Relations activity was able to improve its image and reach millions of individuals in a matter of seconds. With the invasion of satellites, cable television underwent a radical transformation, and subscribers were able to get additional channels. This boosted the public's view and expanded the role of a public relations communicator as a result.

There are numerous business reports and Programs on these channels that can promote the organization's products/activities and successes to a broad or targeted audience. You, as the representative for your organization, must fulfill the expanding information needs of a well-informed public and a knowledgeable media.

In addition to the audio-visual modalities we have already discussed, it is essential that you are made aware of the visual aids that offer credibility to the print medium.

- **Photographs:** Photographs are an effective visual tool that more emphatically conveys the actual event. They are visual elements that have an immediate impression on individuals.

However, not every shot is technically superior. A good snapshot captures the essence of an occasion. As a competent public relations professional, you must guarantee that a high-quality photograph accompanies the publication of your news piece. This involves a foundational understanding of the various parts of photography and the operation of the equipment. You must also be able to distinguish between news photos, feature photos, action shots, candid shots, etc.

You should attempt to form connections with a substantial number of photojournalists, private photographers, picture agencies, and photo libraries.

These factors will provide credibility to the media content you intend to showcase. It will also enhance your organization's image and express its philosophy with better clarity and effect. Always keep in mind that "a picture is worth a thousand words."

6.13 MEDIA

Traditional media in rural India, such as folk theater, i.e., Nautanki, Tamasha, Jatra, community songs, dance, and puppetry, are all potent sources of information, education, and pleasure that present a wonderful opportunity for the employment of creative messaging.

Fairs and festivals in rural areas are also excellent opportunities for oral communication and outdoor advertising for organizations with rural target audiences.

Exhibitions and fairs are yet another technique to strengthen media interactions and increase public relations work. Exhibitions are expensive and require planning in advance.

They leave an impression and engage a greater number of individuals. Prior to the opening of exhibitions, there are press previews to which members of the media are invited. They are provided with promotional materials and an explanation of the exhibition's significance. As a supplement to the written materials, images are provided in response to the media's inquiries.

Organizations such as TFAI (Trade Fair Authority of India) and International Exhibition Bureau host frequent exhibitions to promote their products actively and aesthetically and to generate greater media interest in corporate organization activities. Exhibitions and fairs necessitate a creative approach to the subject. The message of discipline, hard effort, honesty, amusement, and peer feeling must be communicated to the public and media personnel.

India Promotion of Trade Organization: In 1992, because of the liberalization of restrictions, the Ministry of Commerce established the INDIA TRADE PROMOTION ORGANISATION (ITPO), a merger of the Trade Development Authority and the Trade Fair Authority of India.

ITPO is a service organization whose primary aims are the development and promotion of products through the medium of trade shows, as well as the dissemination of information through print and electronic media. Some of ITPO's corporate objectives include:

- 1) To host foreign trade shows in India.
- 2) To organize participation in international trade fairs and special Indian trade-related shows held outside India.
- 3) To encourage and engage small and medium-sized manufacturing units in export promotion initiatives.

- 4) Production of trade engineers and dissemination of trade data.
- 5) Provide support with space reservation, customs clearance, stand design, etc.
- 6) Publicize ITPO's participation at international trade shows by direct mail, phone calls, and a press conference.
- 7) Provide input regarding India's involvement at international trade fairs.

6.14 MEDIA RELATED PROFESSIONAL BODIES

Additionally, the public relations professional must have enough knowledge of the operation of media-related professional organizations.

As a successful public relations communicator, you must have a good relationship with accredited press agencies, feature syndicates, and feature agencies, as they are a primary source of information circulation within and across nations. On rare occasions, such as national coverage, it may be necessary to send press releases to news agencies for nationwide distribution.

The Ministry of Information and Broadcasting periodically informs the public and the government through its Media Units. This is especially important for Public Relations professionals employed by public sector organizations and other government agencies. Similarly, one must be familiar with prominent advertising firms and advertising professional organizations, such as the National Council of Advertising Agencies and the Advertising Council of India, among others.

Check Your Progress:

1. What are the benefits of a multimedia approach?

2. What are the 7Cs of skilled communications?

3. State the diverse ways of supplying information to the media.

4. How does it benefit the organization to monitor media response?

5. As a public relations person, what strategies would you adopt to keep up IOC's image clear?

6.15 SUMMARY

- Media Relations
- Media Classification
- Public Relations Media
- A Typical Media Organization Structure
- Opinion Writing and Public Relations
- Sound Media Relations
- How to Cultivate the Media
- Cultivating Media Relations: Specific Methodology
- Evoking and Monitoring Media Response
- Crisis Management
- Choice of Media
- Media
- Media Related Professional Bodies

6.16 QUESTIONS

- 1) What are the key principles of media relations in PR?
- 2) What are the challenges of media relations in the digital age?
- 3) What is public relations media, and how does it differ from other types of media?
- 4) What are the key characteristics of PR media?

- 5) How can PR professionals use opinion writing to enhance their campaigns?
- 6) What are some effective strategies for cultivating media relations?
- 7) How can PR professionals adjust their campaign strategy based on media response?
- 8) What is crisis management, and how does it relate to media relations?
- 9) What are the key principles of effective crisis management in PR?

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HOW TO PRIORITISE PUBLICS?

Unit Structure

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Identifying priority public.
 - 7.2.1 What are the types of Media Organization
- 7.3 Summary
- 7.4 Questions
- 7.5 References

7.0 OBJECTIVES

- In this chapter, you will understand how to identify your priority public.
- You will understand how to determine your key stakeholder.
- This chapter will also help you understand how to customize a campaign to your priority public.

7.1 INTRODUCTION:

One of the most challenging things one must do as a communications professional is to identify and prioritize the stakeholders and the chosen public. Each campaign and narrative will be tailored to suit a certain target audience and to serve a certain purpose, so it is crucial for one to identify and prioritize their stakeholders. This is an evolving process that changes along the way and there are many factors that play into this. In public relations, there is a saying that there is no such thing as the public. Even though you might be communicating with a larger group of people, it is still not communicating with everybody. In this chapter, we will understand closely how to distinguish between the public and your audience and the art of Prioritizing them.

It is important to note that if you are unable to prioritize your stakeholders and public, your campaign just might not be as effective as it could have been. For optimum impact, it is necessary for you to organize your public into the order of priority. Just like any other form of media, there is no one size formula that will generate your ideal target audience in the process. It involves an ongoing process of looking, observing, reimagining and constantly updating yourself to equip yourself to identify your priority. In the current times that we are living through, one must also keep in mind the possibility of constant feedback. All communications professionals should keep an open mind to receiving feedback so that our processes can be sharpened.

7.2 IDENTIFYING AND PRIORITIZING STAKEHOLDERS AND PUBLICS

As we discussed, in the world of public relations there is no public. We are all hoping to and actively working towards communicating with a certain group of people that will be able to serve some of our purposes, be it selling, brand awareness, brand building or any other desired actions. Every organization has its own set of principles and values, and this helps us determine our priorities.

Experts and professionals from the public relations industry have often met with the same dilemma-how do we prioritize our public. Over time they have been able to produce several methods that will help us determine that. And as a starting point we need to answer a key question: How much attention to detail and effort would each of these stakeholders need? You will only be able to answer this question if you have a correct and clear view of who your audience is and what their interests and attitudes are.

It is impossible for all the stakeholders to have the same interest and requirements from the organization and there is a possibility that you might be expected to manage stakeholders with potentially conflicting and contradicting interests. As you design a campaign, a big challenge could be to divide your attention in a justified manner since you might not have enough resources to give everybody the same amount of attention. While it might be tough at the beginning, there is a huge scope of success for the organization if they are able to identify their priority stakeholders when a crisis arises.

Defining Stakeholders:

Before we delve deeper into the subjective processes of prioritizing, let's understand who a stakeholder is. As per Edward Freeman(1984), a stakeholder is a group or individual who is affected by or can affect the success of an organization. This is only a surface-level analysis of who a stakeholder could be. In today's world of global shareholders and new models of businesses, anybody can be a stakeholder in an organization's perspective. For instance, an educational NGO that works in India can have several stakeholders-it could be its employees, direct beneficiaries such as children, parents, and communities, could be the board members and donors, or it could simply be somebody who is interested in contributing to the educational sector in the future. Grunig and Repper differentiated the terms "stakeholder" and "public" as - 'Organizations choose stakeholders by their marketing strategies, recruiting, and investment plans, but "publics arise on their own and choose the organization for attention. Grunig and Repper (1992), This classification relied on John Dewey's definition of a public: "That it is a group of people who face a similar problem, recognize the problem, and organize themselves to do something about it". From this perspective, it's important for us to note that since these individuals are invested in the organization,

there might be an action that follows we communicate and engage with them.

How to prioritise publics?

Defining stakeholders from an organizational perspective:

It's important for an organization to define its stakeholders and that can be done by identifying their linkage with the organization. One can understand and study all the attributes each of the stakeholders have and bucket them into classifications. In a popular model, Grunig & Hunt break this down and define stakeholders into four brackets based on what connection they have to the organization-enabling, functional, diffused, and normative stakeholders (Grunig and Hunt (1984).

7.2.1 What are the types of Media Organization:

Enabling stakeholders to have some control and authority over the organization, such as stockholders, board of directors, elected officials, governmental legislators, and regulators, and so on. These stakeholders provide an organization with resources and necessary levels of autonomy to operate. When enabling relationships falter, the resources can be withdrawn and the autonomy of the organization limited, restricted, or regulated.

Functional stakeholders are essential to the operations of the organization and are divided between input—providing labor and resources to create products or services (such as employees and suppliers)—and output—receiving the products or services (such as consumers and retailers).

Normative stakeholders are associations or groups with which the organization has a common interest. These stakeholders share similar values, goals, or problems and often include competitors that belong to industrial or professional associations.

Diffused stakeholders are the most difficult to identify because they include the public who have infrequent interaction with the organization and become involved based on the actions of the organization. These are the publics that often arise in times of a crisis; linkages include the media, the community, activists, and other special interest groups.

Understanding the linkage model should help an organization and the communication professional identify all its stakeholders. While the diffused linkage between stakeholders could be hard to define since it's different for each situation and is completely subjective, the other three are mostly concrete.

Check your Progress:

1) Why should you define your priority publicly?

2) What are the types of stakeholders?

The Situational Theory of publics:

Grundig created a situational theory that can potentially demonstrate why some public actively contribute while others are completely passive and often not contributing. Now that we have understood the stakeholder categories, looking at it from this perspective, one will be able to identify which publics will actively contribute towards your mission and who won't. This should help prioritize your stakeholders based on your purpose.

Those publics who do not face a problem are non-publics, those who face the problem but do not recognize it as a problem are latent publics, those who recognize the problem are aware publics, and those who do something about the problem are active publics. He also recognized three variables that indicate why a certain public can act a certain way in certain situations. And the factors are- level of involvement, problem recognition, and constraint recognition.

If we want to look at our role as a communicator, and use these three factors to identify our priority, the process will look like this. The level of investment and involvement will take precedence as a factor. Is a certain group of audience actively involved in scenarios where the organization is present? For instance, if you are supporting the campaign that sends out the message of environmental preservation, is your audience actively involved in climate crisis mitigation or even addressing the crisis? The second lens would be problem recognition. There would only be any kind of active participation from the audience if they are able to see the problem clearly and understand the impact it could create on their lives instantly. If they are unable to see the problem, there is no motivation to actively contribute. Once again, if we take the same scenario as above, is your audience seeing the actual changes that are caused by the climate crisis around them? Are you able to do any work that will make them aware of it?

The last one is more of a psychological element. If a certain individual believes that there is nothing, they can do to make a difference in the given scenario, there is less motivation for them to actively contribute. If somebody has high constrained recognition, they will be less active. But if an individual can see the role, they could play in changing the scenario, there is more motivation for them to actively contribute. For instance, if your audience, who is now aware of the issues that are happening around them, believes that they could play a key role in changing and mitigating

the issue, there will be a big chance of them actively contributing towards it. If your audience believes that there is nothing, they could do about it, they then stay passive. It's also important to note that past experiences, social norms and changing realities would also play an especially key role in determining who is active and who wouldn't contribute. If there is a history of active involvement in a certain something being oppressed, it can work both positively and negatively.

Active publics are likely to have elevated levels of involvement and problem recognition, and lower levels of constraint recognition. Aware publics will process information and might act but are limited by lower levels of involvement and problem recognition, or higher levels of constraint recognition. The latent public is not cognizant of how an issue involves them or doesn't see it as a problem. There's a potential for them to become aware at a later stage, however.

Grunig in his further research on the public recognized four distinct kinds of publics:

1. All-issue publics, which are active on all issues.
2. Apathetic publics, which are inattentive to all issues.
3. Single-issue publics, which are active on a small subset of the issue that only concerns them.
4. Hot-issue publics, which are active on a single issue that involves everyone, and which has received a lot of media attention.

To help you put this into perspective, all-issue publics will always get more relevance over the inactive public, especially if their urgency and environment are more significant. You can predict the possibility of your stakeholders becoming an active public by identifying if the problem involves them or if they are aware of it. It's crucial to note that active public does not necessarily mean positively responding to a respectful public. Given the situation and the nature of stakeholders, the active contribution should be both positive and negative.

Communication strategy for stakeholders:

While it would be wonderful to have the active public be your key stakeholder all the time, It's not always the reality. It's quite possible that your priority stakeholder is inactive or unaware. There are many external factors that determine what your priority public is going to be and not all of them are in your locus of control. So the organizational strategy should be designed in a way that will help you reach out to your priority public.

Based on our former discussion, we can divide our stakeholders into four-one would be the group that is active and supportive, one would be supportive but inactive, there will be a group that could be active and non-supportive and the last one should be inactive and non-supportive.

Category one should be your top priority given both you and they have something to achieve out of the set strategy. These are the people that you want advocating for you, and their involvement and engagement levels would be high. The second category is the ones where there is potential for us to inspire and inform them to become active. If you make them aware of their problems and show them how this certain issue impacts their lives, there is a chance of them turning into category one. The third category is tricky given that they are active but not supportive of the organizational strategy. There is a possibility that they will be defensive and negatively react to the communication that you have sent out. This is where the organization needs to produce conflict resolution strategies and firefights. The last category is inactive and non-supportive which means the effort and investment that we will have to spend on them is much higher. This will never be a priority category. However, there always needs to be communication that is sent to them that makes them aware of the issues so that the door stays open for them to be around to be supportive.

Once you define your publics and priority group, there is one more step that you can utilize that optimizes your prioritization. According to Wilson(2005), there are three types of publics involved in communication strategies: key publics, intervening publics, and influentials. Key publics are individuals such as board members, donors et cetera whose participation is important for you and your organization to achieve its basic goals. Given a dependency on them they will always be the highest priority group. The intervening public passes the information on to the priority public and acts as opinion leaders. A fine example would be the media and media houses that disseminate information everywhere and can drive change. This might or might not become a priority segment depending on whether you want your information to be passed on to the public. Other influencers can be important intervening publics, such as doctors who pass the information on to patients, and teachers who pass the information on to students. This is why word of mouth is often seen as a key metric for the success of a campaign. Influents can either support an organization's efforts or work against them.

There is a possibility that some individuals from certain publics will turn into their trustworthy opinion leaders to either verify or disapprove a message coming from the organization. If there is clear loyalty towards them, the campaign could only be successful if there is positive verification from their end.

What's the process once you define your publics:

Once you have learnt who your priority public is, it's important for you to go through the process of customizing your communication strategy and narratives for them. It often means that, based on the filters that we have identified throughout this chapter, you are now able to identify your active public that you want to target to reach out to. Let's take our familiar example - Let's imagine that you are working for an impact-based organization that is working towards mitigating the climate crisis. After going through each of these theories, you have identified your priority

public to be people who volunteer or acted as activists during a movement that took place a few months ago. This audience is both active and supportive of the cause. Your communication strategy for them should be straightforward and simple enough. They have already invested, they're already aware of the problem, and they have already shown us by participating in this movement that they do believe in their capacity to bring about a change. Since they are hitting all our checkboxes, our communication should be re-rooted in a call to action. It needs to be something simple enough for them to do. Something for them to show initiative and their solidarity with the cause. Your second priority is your non-active but supportive audience. This is a group of people who have liked and subscribed to similar causes but haven't really come out and gotten mobilized under the banner of the cause. Your communication strategy for them should be to make them believe that they have the potential and ability to bring about the change they want to see in the world. They are aware of the problem, they are invested in the cause, what needs to be addressed right there is them not believing in their agency to take things into their hands. You can start off with simple actions that don't require much investment that they can do and then follow it up with a proof point of the impact that they were able to see.

Another important aspect of prioritizing your public is its timeliness. Depending on what stage of your project cycle you are in, you might be expected to communicate with different sets of audiences. Each time these filters should be equipping you to make your decisions about who your priority public is in that scenario.

However, even if your campaign is extremely successful, you need to keep an open mind towards feedback. In the world of digital boom, in a space where there are no boundaries between broadcasting and interpersonal communication, and often where the worlds collide, it's important that one has an ear on the ground. For instance, if you have identified your priority publics and if you have started your communication with them, a couple of decades ago, there was no way to measure the impact you created with the said project. While it would have been exciting to see the press release or press note you sent out being published in the mainline newspaper, there wouldn't be many other metrics for you to track the impact you were able to create. In today's time, which is fully changed. You are constantly receiving feedback. Let's imagine that the communication has started. You may see that you have received an email response from a journalist expressing more interest. You might be able to connect with them and expand further on the story and get it published. Once the story is live the cycle of your communication is not really ending. Wherever the news stories are published, you will be able to see how audiences are responding to them. For instance, all the big traditional media houses in the country including times of India, Hindustan Times, The Hindu, the Indian Express, and the Deccan Herald all have their own versions of the web. In most of the scenarios, anything that is picked up for print is also published in digital. On these digital platforms, you will be able to see and track each audience's sentiment and responses. If you see there is consistent engagement and positive response to it that is happening on that

platform, you know your story is resonating with many people. There is also a chance of your story not being received well by your audience. You will also be able to see and check it. The beauty of this is also that you will be able to intricately understand what said piece of communication is not resonating with people. For instance, if this is not tasteful or consciously done or mindfully crafted, the audience will be quick to point it out. If there are any misrepresentations or if the communication is not inclusive enough, the audience will be pointing it out. These can all be huge learning as well as reflection points for you, as a professional. So while you may have a couple of assumptions about your public priority, their attitudes and likes might change. We are living in a society where even social norms change over a couple of years. It's essential that you constantly follow and analyze your priority publics so that you can be agile enough to adopt any changes that happen to their mindset factors.

Check your Progress:

- 1) Once you have identified your priority publics, what's your next step in designing a communication strategy?

- 2) What is the Communication strategy for Stakeholders?

7.3 SUMMARY

Stakeholders that can become active publics and influence the success of the campaign or can appeal to a larger group of people and influentials like media or opinion leaders should take priority when you categorize stakeholders. It's also critical for us to keep in mind that influencers like the media or groups may not be direct stakeholders of the organization, but we need to inform, inspire, and invest in them to actively contribute towards it. Around your scope of work, anybody who can shape and form public perception should be considered a key stakeholder as well. Your priority public can be more than one. Your priority public can also be a mix of one. Depending on the communication strategy that you are weaving, at various points of the communication cycle, you may have a completely different public priority. Often at the beginning of a communication cycle, you may work closely with journalists and influencers depending on your target audience. Once it gathers momentum, your priority public might change to a certain group of the general audience. These processes are supposed to give you direction as to how to identify your priority groups and how to approach them. They are

not definite, however, to make sense in the overly complex world of broadcasting, this filter should empower you.

How to prioritise publics?

7.4 QUESTIONS:

1. What are public priorities and how do you identify them?
2. How can you define stakeholders?
3. How can your priority public determine your communication strategy?

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CONSTRUCTING THE CONTENT, CRAFTING THE MESSAGE

Unit Structure

8.0 Objectives

8.1 Introduction

8.2 What is messaging and how to determine the messaging?

8.2.1 Constructing the content.

8.3 Summary

8.4 Questions

8.5 References

8.0 OBJECTIVES

- This chapter would help you understand what messaging and the power it holds.
- This chapter will provide insight into designing content.
- It will also provide you with practical insights into managing a content campaign.

8.1 INTRODUCTION

The most crucial part of establishing an effective communication narrative is crafting the message. While it's not easy to create one sure shot formula to craft the most effective message and as an extension content, there are guidelines you could follow to make that happen.

When you read an article or go through a campaign, the reason you remember it is because of the effectiveness of the messaging. It in some way speaks to you and strikes a chord with you. It's a very sought after skill these days to tell stories impactfully.

There are several factors that play into one deciding the creative process behind crafting the message or the content. But also, one needs to keep in mind the changing space of media and the overwhelming information overload before they start creating their messaging. In this chapter, we will understand how to effectively craft messaging and then translate that into content that is relatable.

8.2 WHAT IS MESSAGING AND HOW TO DETERMINE THE MESSAGING?

Constructing the content, crafting
the message

In communication studies, a message is described as information conveyed by words (in speech or writing), and/or other signs and symbols. A message (verbal or nonverbal, or both) is the content of this exchange process. The originator of the message in the communication process is the sender. The sender conveys the message to a receiver.

Communication demonstrates the process of sending and receiving messages, which can also be perceived as encoding and decoding messages. "However," in the words of Courtland L. Bovée, John V. Thill, and Barbara E. Schatzman, in "Business Communication Essentials," "communication is effective only when the message is understood and when it stimulates action or encourages the receiver to think in new ways."

Successful opinion leaders and influencers have been able to put forward messages to persuade a vast audience, by informing, inspiring, and mobilizing. Peter Obstler, in his essay "Working with the Media" published in "Fighting Toxics: A Manual for Protecting Your Family, Community, and Workplace," says: "A well-defined message has two key components. First, it is simple, direct, and concise. Second, it defines the issues on your own terms and in your own words."

One can take the example of the well-defined message in the slogan introduced and popularized by Ronald Reagan's presidential campaign in the United States in the 80s: "Are you better off today than you were four years ago?" While it may seem glaringly obvious and simple, it helped Reagan take the reins of the rhetoric and conversation in the 1980 presidential election debate at every turn, although the very social system at that point was extremely convoluted. Fueled by this simple but powerful message, Reagan went on to win the presidency by defeating President Jimmy Carter, by a significant percentage. This shows the power of messaging.

Factors to determine your messaging.

There are several elements that you could keep a note of before you start crafting the message. The primary thing must be your brief. While it may seem simple enough, the cornerstone of your messaging should be your brief. As a communication professional, when you start breaking down a brief, it's crucial that you look for elements that you can adopt in your messaging.

Some key questions can be:

1. Is the brief defining the output goals clear?
2. Are we clear on the editorial tone and language?
3. Is it communicating organizational values clearly?

4. Are we being sensitive and appropriate?
5. Will this hit the nail for our target audience?

These are all questions one should answer before they start crafting the narrative and messaging. Once you have these answers ready, you can start looking at other elements.

The primary element that should determine your messaging is the purpose. What is the purpose that you are trying to serve with this piece of communication? Is it to convey an emotion? Is it to arouse a certain kind of reaction? Are you trying to get people to mobilize and do a certain action? Are we trying to break a stereotype? The purpose is to define your messaging holistically. To give you an example, imagine that you are presented with a brief for which you are expected to create a campaign that talks about women empowerment. There are several routes you could take to establish this. But women empowerment is a broad theme. What is the purpose this campaign should serve for women empowerment? If you can define that well, you are already off to a good starting point. Let us say that the purpose is to ensure that more women return to the workplace after career breaks. What exactly do we want to change after this? This purpose is what is going to define your messaging.

The second element that you must be aware of as you start creating your messaging should be your audience. As we have established before, there is no public with which you are communicating. Even if you are speaking to a broad group of people, there are still pockets of individuals that you hope would resonate with this piece of communication so that you are able to optimize your impact. Let us take the same example as before, you are now building the women empowerment campaign that is supposed to raise awareness around women returning to workplaces after career breaks. Who are you trying to communicate this with? Are you trying to make employers aware that there is a group of talented individuals hoping for a second chance to return to their careers? Or are we trying to convey to women across the country that even if they have taken a career break, they can still go back to their workplaces as they want? Defining your priority audience clearly will help you craft the message. If you are communicating with employers your messaging will have to be different and appealing to them. You might not be going with an emotional first approach, but while communicating with the actual beneficiaries will need a completely different approach.

The third and key element is the newsworthiness of said communication. While we may not have complete control of what makes news and what is not, overall awareness of news values and current realities should always be addressed when you craft a message. The same campaign about women empowerment might have a better chance of being picked up by other individuals if you do it around women's Day or in the month of March. There is also a chance of it being amplified by other publics if there is already a parallel and relevant conversation going around about Women

empowerment. Making messaging newsworthy helps you create more effective outputs.

Constructing the content, crafting the message

Another element that one needs to keep in mind as they define messaging is available to capture what is unique about this. Since it is easier to explain this via an example, imagine that now you are in the last stage of designing your communication strategy for the women empowerment campaign. Are you able to, through your messaging, bring out the unique selling point of the story? Are you able to tell the most powerful and unique stories around this cause, will the audience or media be able to see its distinctive nature? Answering these questions will help you develop something that will make you stand out.

Finally, an essential element that should help you determine the messaging is the emotion that you are trying to communicate. If you can zero down on any emotion that you want to evoke amongst your audience early on, your process of deciding the messaging should be much easier. You want to evoke empathy and love, or you want to evoke disappointment and angst which then can inspire people to act on it. Your messaging will be heavily built around the emotions you want to generate in the people you are communicating with, and the output will also be heavily reliant on it.

Best practices to identify your key messaging:

- Do not forget that everything you create has a 2-tier process to go through. Your priority is to get the Journalist to publish your content, while the larger goal stays the same as the public engaging with it.
- Keep your messaging relevant.
- Keep your messaging timely and appropriate.
- Keep your message and focused on what is happening currently.
- Keep your messaging simple and not overly complex.
- Ensure that your messaging can culminate into a clear action.
- Ensure that your message is crafted in a way that resonates with your target audience.
- Ensure that you are messaging a sensitive appropriate and inclusive.

Check your Progress:

1) What's messaging and how does it influence a communication plan?

2) What are some best practices to keep in mind while finalizing key messaging?

8.2.1 Constructing Content:

Now that we have established a process to identify your key messaging, let us talk about how to generate content. Content generation today is an economy. With the penetration of the internet and smartphones, there is a tremendous growth that has happened in the number of people generating content and the number of people consuming it. If you look around, everyone including you has a smartphone in which there are several apps, all built on content consumption and generation. While this is democratizing the world of content generation to no end, this is also turning the digital space into a highly competitive and overloaded space. Every day people are bombarded with various forms of content around everything that is under the sun, and to be perfectly candid, they are spoilt for choice. This leads us to the biggest issue the communication world is facing right now-how will you stand out from the clutter?

While there is no formula to create effective content, there are some things you could keep in mind to ensure your content is relevant, relatable, and shareable. Here we discuss some of these filters you could keep in mind as you create content.

Your target:

You will or only be able to create quality and meaningful content if you are able to identify your target group. A couple of decades ago, you could create one press note or feature story and reach out to everybody from every age group across all social classes. Today that is far from reality. The specialization and customization that happens between these groups are incredibly detailed. For instance, as a brand that directly communicates to young people like Spotify, your primary target group would be between 16 to 45. These are people who come from all occupations. These could be college going students, this could be working professionals, this could be top executives, this could also be homemakers listening to music. Not all of them get their information from the same platform anymore, and nor do they have the same interests or attitudes. So defining your target audience very clearly is key in crafting your content. If you have more than one target group, define each of them individually and serve them separately.

Your medium:

Now that you know what your target audiences are, you should be able to also identify what their key mediums are. Let me establish beforehand that each group of audiences now receives and consumes content across various platforms, and they all have different preferences. Instagram is

used by Millennials and Gen Z while Facebook has been taken over by slightly older generations. News platforms like Inshot are preferred amongst the younger age group while magazines like Caravan are still read by top executives. There are also platforms like Snapchat, Reddit and Discord which all have a unique set of audiences. As a communication professional, you should be able to identify which are the key mediums that you are intending to communicate through. This is an effortless process. This day is given that everybody wants an off-line and online process presence. However, determining your primary platforms of communication will make the content generation processor easier. Each platform also has its own unique format that is popular. On Instagram, it is reels, on platforms like BuzzFeed it is Listicles. So choosing the platform also helps you choose the format.

Your format:

Now that you have identified the medium and target audience, your next decision is around the format that you want to choose. You simply must think about your messaging and strategically imagine what format of content would bring you maximum impact. You can either choose a popular format that has tremendous reach amongst your target audience, or you can choose a format that is more niche but impactful.

Optimization:

The next factor that you need to keep in mind as you start generating content is optimization. As we discussed earlier, the media space is heavily cluttered and unless you can produce something that will help you stand out, there is extraordinarily little chance that your content pieces will be noted. To optimize the impact of your content, there are several things you could do- you could potentially do a collaboration with an influencer, you could do a partnership with a like-minded organization, you could hop on a viral trend that connects you with your key messaging. While you are generating content you also think about what will help you generate the maximum impact.

It is important to note that the news values are changing. From traditional news values such as proximity, timeliness, and human interest, we have moved on to a new age world order where things like shareability are the key metric. As you create your content you need to keep constantly asking yourself is this a piece that is shareworthy? Does this have any element in it that makes it appealing to a group of people that is not directly invested in the work your organization does?

How to measure your content's impact:

There are several metrics that you could use to measure the impact your content and messaging generate. Each digital platform comes with its own set of built-in digital – forces and key metrics. While measures like reach, engagement and impressions could be good factors that help you understand the impact of your content, another crucial factor unit takes note of is public feedback. At the current time, we can gather feedback

from your audience, especially your priority audience, directly in real-time on the piece of content you have generated. It is important for you to take note of feedback from there.

Sustaining an effective content pipeline:

Now that you are familiar with the new model of crafting the messaging and constructing the content, let us look at some common real-life examples of maintaining an inflow of effective content in our everyday professional life.

1. Researching and planning your content in advance:

The only effective way of ensuring your content is working is to constantly research and update yourself. Before you start laying out your content strategy, you should research all aspects of your product/service, audience, and brand to prepare yourself. Looking up to your peers and competition is encouraged. This should give you a basic understanding of where you are headed. Based on this you can start building your content. It is also a helpful practice to plan your content and messaging in advance. Most communications professionals maintain a calendar that helps them keep track of important days etc.

2. Clearly defining a target audience:

It would make sense for you to not only identify your audience but also define them as segments. In other words, based on the information that is available to you, it'd be helpful for you to start imagining audience personas that would help you imagine the predicted actions from them:

Most audience profiles would entail.

- Basic demographics (age range, gender, income, education level, etc.)
- Media consumption
- Hobbies & interests
- Goals
- Barriers to reach.

Once you have this persona in place, this will help you strategize your content as well as its placement better. A communication professional knows the communication collaterals we create are not for the brand but for the audience. If we are unable to convince them that they need to be invested in some capacity, engagement would be low. So be it the messaging or the content itself, it needs to revolve around the audience.

3. Your brand:

Every brand would have a story, rather need a story. Irrespective of which organization you are working with, your brand has a persona. And this persona is something you will have to develop and maintain. There's merit

in imagining the brand as an individual. For instance, when you think of Apple, you imagine keywords like luxury, high-end, innovative, and innovative. Just like a person, you might also think of some negative elements, such as expensive, repetitive, and flashy. Another example would be the brand Amul - it is iconic, humorous and for everyone. It is personas like these that help you define and maintain your messaging and content. The persona should be reflected in everything we create and through only positive reinforcement you will be able to create positive recollection.

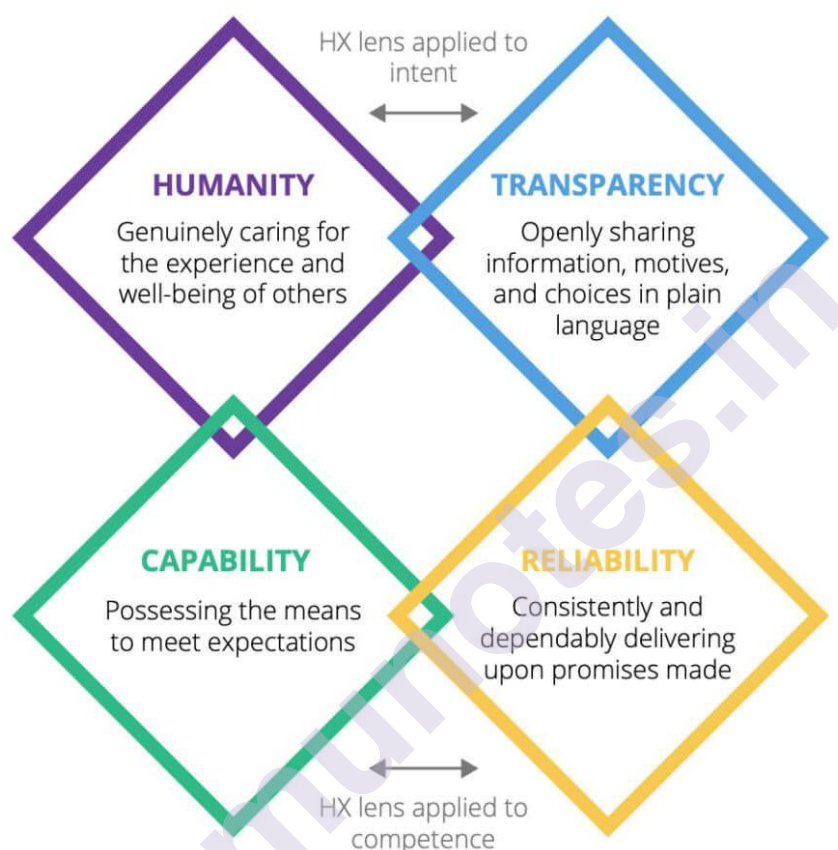


Figure by Deloitte HX TrustID™:

Deloitte, through their HX TrustID™ offering, explains that:

- **Humanity** is rated of higher importance for service industries like hotels and casinos.
- **Transparency** is rated most important for transportation and logistics companies.
- **Capability** is critical for travel brands like rental cars, cruises, and rideshare.
- **Reliability** is top of the list for the automotive industry.

The brand persona helps you represent yourself authentically, and uniquely and helps you build connections.

4. Creating a playbook:

Once you know your brand persona well enough along with your audience profiles, you can start imagining a content strategy playbook. This is a set of guidelines, templates and to-dos that would direct your messaging and content crafting process. This can be considered a long-time investment, given this can be used by the generations coming in.

The most basic components are:

- Your mission statements.
- Tagline and/or USP
- Value proposition

Speak to your customers and tell a story:

Speaking directly to your customer is a skill you need to master over time. You need to leave aside jargon and complex statements that would get lost in the process of communication. Sticking to simple language and universal terminologies can help.

A fine example of simple enough communication would be FMCG brands. Brands like Colgate and Sunlight have all been using amazingly simple, direct, non-cryptic messaging to convey to the customers what's best for them. They don't go around and talk about all the aspects of the product, they will stick to the basic aspects - like affordable prices, fast results, or its iconic status.

Irrespective of your approach, your goal should be to tell a powerful story that can be woven into your strategy seamlessly. A delightful story will speak directly to the audience's hearts than a very professionally researched case study or graphics.

Consistently test and refine:

Crafting the content or messaging is not a linear process. It is a full circle. Once you know what content to put out with what messaging and where you should be able to do some kind of trial and error and testing to ensure it is effective. Once your content is out to the public, your work does not end there - you will then be on the receiving end of feedback from both platforms as well as the audience.

By doing sentiment analysis and gathering inputs from all around you will be able to understand what is working and what is not. It is recommended that you document this part heavily so that it provides you with insights for the future. These can even go on to become case studies for others. You can then use these analytics and insights to report back to the relevant authorities.

It is only through constant testing, refining, and fine-tuning that you will be able to get to a point where you understand the right mix of strategic inputs and effective emotions.

Check your Progress:

Constructing the content, crafting
the message

1) How can you measure your content's impact?

2) What are some practices that will help us sustain powerful content inflow?

3) Talk about the Medium under Constructing Content

8.3 SUMMARY

We are a part of a world where consumers and audiences are flooded with hundreds of messages each day and, as a result, have become extremely selective about what they will listen to. This presents us with both a challenge and an opportunity.

One must not underestimate the power of effective messaging. You could be communicating and advocating for something that is not inherently phenomenal, but if you manage to get creative with your messaging, there's a better chance that you will do well in your career. Evolution has turned our brains into an organ that relates better with stories and emotions over only plain hard-hitting facts. Climate campaigners have been talking about the looming threat of complete destruction for decades with little to no avail. Incorporating the right story and delivering it via the right medium can make all the difference.

Messaging and content crafting are interconnected. One depends on the other. Crafting powerful messaging can only happen when you have a deep understanding of all the aspects of your target audience, your brand persona, your medium and your strategy. Similarly, constructing content is dependent on understanding the news values, formats and optimization plans along with a deep understanding of your platforms. Having a solid messaging strategy helps to strengthen your brand and allows you to stand out in your target market.

8.4 QUESTIONS

1. What's messaging?
2. What is the connection between messaging and content?
3. What are some lenses that will help you identify your messaging?
4. What are some best practices to follow to maintain a successful content inflow?

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STRATEGY AND TACTIC - DIFFERENT STROKES FOR DIFFERENT FOLKS

Unit Structure

9.0 Objectives

9.1 Introduction

9.2 What is the difference between strategy and tactics.

9.2.1 Different strokes for different people

9.2.2 PR tools to use tactically.

9.3 Summary

9.4 Questions

9.5 References

9.0 OBJECTIVES

- After going through this chapter you will understand the difference between tactics and strategy
- Awareness about a few PR strategies and tactics you can adapt to your career.
- You will be able to identify PR tactics and strategies implemented by other professionals by observing.

9.1 INTRODUCTION

A successful campaign's strategy and tactics are crucial in the field of public relations. Although the terms "strategy" and "tactics" are frequently used interchangeably, they are distinct ideas that call for distinct methods. Developing key messages, determining target audiences, and defining the campaign's overall objectives are all part of strategy. Strategies, then again, include the moves made to accomplish those objectives, like media effort, occasions, and web-based entertainment commitment.

A well-thought-out and well-executed strategy and effective tactics that are tailored to the campaign's specific requirements and objectives are necessary for a successful public relations campaign. We will examine the distinctions between strategy and tactics as well as the significance of each for creating successful public relations campaigns in this chapter. We will look at the critical parts of a sound PR methodology, including distinguishing main interest groups, creating key messages, and deciding fitting strategies. In addition, we will investigate a variety of tactics, including media outreach, events, and social media engagement, as well as the significance of tactics in a PR campaign. You will have a clear understanding of the significance of strategy and tactics in public relations

by the time this chapter is finished, as well as the tools and strategies required to create and carry out successful campaigns.

9.2 WHAT IS THE DIFFERENCE BETWEEN STRATEGY AND TACTICS

About 2,500 years ago, Sun Tzu, a military strategist from China wrote “The Art of War” and said, **“Strategy without tactics is the slowest route to victory. Tactics without strategy are the noise before defeat.”** Although we tend to use strategy and tactics often interchangeably, they are in fact two different things. They accentuate each other and act as a catalyst. You may observe many real-life examples, but holistically you can define tactical vs. strategic like this.

- **Strategy** defines your long-term goals and how you are planning to achieve them. In other words, your strategy gives you the path you need toward achieving your organization’s mission. If you want to reach a certain audience in 3 years, your strategy is your overarching ‘how to’ guidelines.
- **Tactics** are short-term actions with immediate gratification executed perfectly. They involve best practices, specific plans, resources, etc. They are also called “initiatives.”

What makes a good strategy?

Everyone at an organization needs to be aligned with its strategy. It in some capacity should be reflective of organizational values and principles. As a communication professional, you can often be responsible for building strategies for brands, organizations or just for self-advancement. You will be expected to take input from all key stakeholders, identify priorities and their orders and create actionable items to support that growth.

If you are responsible for the communication strategy of a tech giant, for instance, a good strategy would address the result aka outcome. Does the organization want to communicate with businesses or the public? Are they hoping to generate leads or build awareness? What are timelines and key milestones to keep a note of? These will all be the fundamental questions you will have to answer. You then create the strategy for the desired outcome, with the right modes of communication within the time frame required. You will also be expected to do all this within the organization’s framework. It cannot be contradictory to what you claim to be your brand’s voice tonality or values.

What makes a good tactic?

A tactic will serve a definite purpose that will act as a catalyst for a strategy and outcomes. It is often an activity or a few of them within a short span of time to achieve the desired outcome. A good tactic is one that can create a measurable impact.

Let us imagine that you are responsible for the PR tactics for the same tech giant. The proposed purpose is to inform the audience that a new product is launched. An innovative tactic would be a social experiment that captures the spirit of the product in a very public place that is then broadcasted to a wider audience. While you are not directly plugging the product, you are building on the purpose of the product and are doing a quick actionable thing that will bring results. This tactic can be a part of your long-term strategy.

Overall words to live by are - “Think strategically, act tactically.”

While you may not be expected to differentiate between tactics and strategies, it’s good for you to know how to, so that when it’s your responsibility to design one of these, you will be able to produce a structure that includes all.

1. Strategy is based on extensive research, planning, and internal reflection. It’s the organization’s long-term goal, whereas tactics are short-term actions with short term outputs. For example, if your marketing strategy is to improve your influence and performance on social media, then your tactics might be to determine the best channels for your business and the most effective messages for your audiences.
2. Strategies CAN change since organizations can also pivot to a different world to suit more emerging needs etc. however, this will have to be decided collectively as a group and adjusted accordingly. Tactics on the other hand can be changed effortlessly. It doesn’t have the same deep impact strategy shift has.
3. Strategy and tactics work together as means to an end. They aren’t mutually exclusive; they must collide at a common interest point for you to be able to achieve a certain goal.
4. The best strategy and tactics won’t answer all the questions.

9.2.1 Different strokes for different people:

Now that we have a decent understanding of what’s a good tactic and a good strategy, let’s talk about customization. The same strategy or tactic doesn’t work or even produces comparable results with two different sets of audiences. A campaign that might have been a soaring success for a certain group of people might be considered a weak or even inappropriate one at some other place. It should also be pointed out that various times could also mean different strokes.

While we have a wide array of tools available at our disposal to disseminate our narrative, we need to identify what to communicate with before we go ahead with executing our strategy.

How to choose a stroke:

- **What do I want from this stakeholder:** in a communication project, paths are always mutual. While the communicator wants something from the audience, the audience also wants something in turn. The newspaper serves you news, but you also want to know the world's happenings. A key lever that will help you determine what stroke to use is what you want from them. Is it that you want them to listen? Do research? Get mobilized and launch into action? Knowing this will help you determine what strategy you need to use.
- **What are the mediums and their impact:** a factor that would determine your strategy would be the choice of mediums and their accessibility. If your target audience is farmers of India, a website that takes a long to load or an English news mention might not be the way to go. Knowing the mediums your audience utilizes helps you create a strategy that's powerful.
- **What's the role of influence they play:** each stakeholder plays a different role. Except for the rare occurrence like a B2B(Business to Business) magazine, most of the pieces of communication you put out will be seen by many people and not necessarily, will all of them come from the same occupation. For instance, an article about a case study that's a proof point for your organization's work will first have to be pitched to a journalist. What would be the most effective communication method there? Is it cold calling and emailing? Or is it focused on sending them a sort of note and building an interest? Beyond that, once the article is published, what output do you want? Do you want people to sign a petition, or do you want them to tweet to a government official? What level of influence they hold in your strategy power mapping is a determining factor.
- **Addressing the current reality:** Your tactics and strategies should both reflect reality. An extremely aggressive posting campaign wouldn't have been effective at all, at the beginning of the pandemic. Instead, tailoring your collateral to suit reality would make a difference.
- **Changing social values:** the social fabric of society is always changing. Your strategy and tactic should acknowledge that. The younger generation is a lot more invested in causes like mental health, work-life balance, identity, freedom to express etc. How do you customize a strategy or tactic to suit them? Would they rather listen to a bold advertisement that just talks about the product or a meaningful discussion that also mentions your product?
- **Who are they:** Finally, who these people are? Are they journalists? Your outreach can start with a respectful email. Is it a potential partnership? You may start by researching their brand and finding constructive collaboration. Is it for the mass public? You may lead with a popular meme and segway into your messaging. Who your target audience is and what their consumption patterns are should

define your strategy. A video might be more effective with a middle-aged homemaker while a meme is more interesting for a collegegoer.

Strategy and tactic - different strokes for different folks

Check your Progress.

1) How can one choose a stroke for a certain audience?

2) What makes a good tactic?

9.2.2 PR tools to use tactically:

- Press release
- Press notes.
- Op-eds and a guest editorial
- Feature pieces
- Interviews
- Media bytes and panels
- Quotes
- Listicles

Press release:

it's a detailed note that fleshes out all the 5Ws and 1H of the situation. It is often shared with the wide network of media or selectively shared with a few. There is no final format or structure for a press release. It differs from person to person and organization to organization. However, there are some fundamental elements that should be a part of a press release. The first one is a catchy headline. Here is where you can exhibit your different strokes. If you are trying to pitch this to a human-interest journalist, you will have to customize your title to suit their beat. The first one or two paragraphs of the press release should be able to convey maximum information to the journalist. Please keep note of the fact that this press release may be published as it is or people might use it as a source of information to then build a story further. It's your responsibility to comprise and arrange the information in a way where both these functions are done easily with the press release. If your public relations purpose is to inform and spread awareness, a press release might be the right stroke.

Another important part of a press release will be a potboiler. This represents a small and concise write up about the organization or multiple organizations that are coming together with the press release. This helps the journalist make an informed decision about whether they want to publicize the story based on their investment. The press release may also contain contact details of the respective individuals so that in case they need more clarification they are able to contact you.

While a press release is quite the norm In the PR world, it would be interesting for you to adopt a different approach and cater directly to the journalist's needs. They might be more interested in reading a story or a case study or a press release. You can always substitute and accentuate these tools with tactics that will yield maximum output.

Press note:

a press note is a much shorter write up that you can send to various journalists. This is different from a press release simply because this only provides limited information around an instance. While a press release might contain multiple quotes from the key stakeholders of the event, a press note provides adequate information and opens an opportunity for conversation from the journalist's end.

Op-Ed:

An Op-Ed or a guest article is one of the highest forms of engagement in PR. This is set up in a way wherein a publication, who has a keen interest to engage with the key stakeholders of the organization or brand that you work with, invites you to come and actively contribute to an editorial piece on the publication. This is an amazingly effective form of PR especially because this is being written in the authentic voice of your spokesperson. The story can be created based on your narrative and messaging. And you don't have any of the same constraints as the journalist has. This usually comes into being when there is a truly relevant conversation happening around a certain theme and the publication identifies your spokespeople to be the best people to share our expert thoughts on it. For example, if you work with an Ed-Tech startup, when the school closures started, it would have been an excellent opportunity for you as a PR person to reach out to education journalists across the country and asked them if they would like an expert opinion on how Ed-Tech can bridge the gap between school closures and learning. While this is a much bigger investment from both your as well as the end of the publication, you will have to approach the team strategically. It starts with identifying the right time to reach out to the publication with the right peg. But if it materializes, it's one of the highest forms of PR output.

Feature covers:

One of the main tools PR professionals have at their disposal is the senior leadership team at their organization. It's mostly an untapped space, especially if you have a noteworthy leadership team. As a tactic that can build your brand image further, you also need to build the brand of your

key spokespeople. This is usually the CEO or someone in a similar capacity in your organization who represents the brand value explicitly. It could be interesting for their journey to be covered in a feature for the world to read. This not only humanizes the leader but also indirectly speaks about the brand or organization they have built thus bringing the attention back to us. When you choose the spokesperson for your organization, it's essential that you choose someone who is compassionate, consistent, comfortable, and confident.

Interviews:

There are two ways you can get interviews. One is remarkably like what we established in our previous point, by bringing up your leader as a spokesperson for your organization. If you can garner enough interest in their life and journey, you might be able to place them in an interview. Sometimes interviews are not exclusive. There might be other panels that are ongoing around a certain theme. And your leader might be a good fit for expert set panelists. That's also an excellent opportunity for PR for you and your organization. If there is an immensely powerful impact story that you would like to capture in an interview, it might be interesting for you to create interesting collateral around said case study. You can use this as an anchor and start conversations with various journalists. As you start these conversations, you also must keep in mind whether this is a beat that is relevant to them. And that if this is a theme that is timely and relevant. If all those things are aligned, there is merit in exploring the possibility of getting an interview out there.

It's important for you to note that the lines between PR and digital media communications are blurring. Sometimes outputs from PR translate themselves into social media and vice versa. While it can get a little bit more challenging and complex in terms of processes, it would be remarkably interesting for PR professionals to start using their digital media platforms as tools to gather interest around a certain story.

Media bytes:

Sometimes when the media does a story that is truly relevant and prevalent in work you do and if you have the image of an expert in the industry, they might reach out to you for features. These will be in the form of short interview bytes. While you will be expected to provide your insights on a certain theme that is already predetermined, it is still an excellent opportunity for you to highlight your brand.

Quotes:

Like media bytes and interviews, journalists often seek quotes from experts. This could be for a story that they are already doing. While you may have extraordinarily little decision-making ability around the narrative and the messaging of the whole story, you will still have an opportunity to present yourself as a representative of the date.

Listicles- These are simply another format of storytelling that has become popular in the last decade. Instead of presenting information in a long feature, long-form piece, listicles simply capture to the point concise information as pointers. The whole listicle might not talk about your product/service. But it will be tactfully placed there. This is often done by lifestyle or gen Z platforms.

Press meets:

In key milestones for the organizations, like a new product launch, it might be important for you to hold space for the media to interact with your organizational spokespeople. When you hold a press meeting, because there are so many of them happening, you must find a way to incentivize your press meeting over each other. PR people often board a celebrity or influencer partner to ensure the media has a personal stake to show up to their press meet. These are also extremely effective if you are addressing a crisis.

Media junkets:

If you have a powerful case study that you want to capture, what should you do to get the journalist to learn more about it? The answer is to take them there. Press junkets are an opportunity for an organization or a brand to take the journalist to a certain location that is reflective of the story that you are trying to propose. For instance, if you work with an organization that advocates for rural development, a press junket to a small village outside the city that's facing a lot of infrastructural challenges could be an interesting tactic. This helps you show them the breadth of the issue. While it's a human-interest story for them, it's a story that brings out your purpose for you and your organization. While it must be hard for certain products and brands to get an opportunity to make that happen, for a public relations professional who works in the social as well as the development sector, this is an excellent platform to show the impact stories. It's not just a problem that you will be able to capture in the press junket. If you have been working with a certain location for a long while, a press visit to the location could help you exhibit the impact you have been able to create in that region. This is a very direct way of capturing your brand's mission and vision.

While these are all amazingly effective PR tools, none of them substitute a strong strategy or tactic. These are all apparatuses you need to utilize along your journey to ensure that you can deliver on your PR strategy. The beauty of these PR tools is that they can all be customized and tweaked as per our requirements. For instance, the same press release can be tweaked and rewritten to be sent to a B2B journalist, assuming an interested reporter, millennial Web publication, or a traditional journalist. Once you have identified what your PR strategy is, you can then go on and determine what PR tools you are going to implement tactfully to make your strategy a reality. While these are all extremely helpful tools, there is also merit in being innovative when it comes to using these. As we have mentioned earlier the lines between public relations and digital content are

blurring. While that might make it harder for processes to be efficient or for division of labor to be clearer, it still presents you with enormous potential to experiment. For instance, now PR professionals don't have to wait for a journalist or a newspaper to pick up their story for weeks. They can use their own digital media platforms as an avenue to self-publish. It often happens that you have self-published something and that sparks interest in a journalist or a media house, and then they want to publish more about the story. Taking things to the public is not as challenging as it was a couple of years before.

This also means that your PR tactics can be multifaceted. Earlier if you wanted to tell a heartwarming story, you had to write an immensely powerful piece and mail it to your network of journalists and wait for someone to respond back to you. You may also have to do a couple of follow-ups since they are bombarded with these kinds of emails every single day. Today you have the liberty of creating a thirty second or one-minute clipping of the story and publishing it on a suitable digital channel. This can then result in it receiving public attention and the story can then come to the limelight.

Check your Progress:

1) What are some tools you can use to advance your PR strategy?

2) Define 2 PR Tools

3) What are Feature Covers?

9.3 SUMMARY

To sum it up, in the world of PR, powerful strategies and tactics that can facilitate storytelling can be quite powerful. There are several metrics and filters that you can use to identify what/to use for who. There are also several tools available to PR professionals that they can implement to effectively achieve their PR goals. Success really lies within identifying what approach to adapt for who and choosing a tactic or tool that will effectively help you realize that. While there is no rigid formula for you to

make this happen or understand this, this is an evolving skill that might come to you with experience. One also needs to stay on top of trends and technology that can shift what's happening in the world of communication for you to effectively be able to do this. Now with interpersonal communication and mass broadcast transcending their boundaries, it's crucial for PR professionals to stay aware of the trends so that they can identify what to connect with their strategy. Briefly, different strokes for different people simply means knowing what the audience or the journalist might want and delivering it in your capacity exactly.

9.4 QUESTIONS

1. Why should you have different strokes for different people?
2. What are some tools you can use to tactically advance your strategy?
3. What's the difference between a tactic and a strategy?
4. What makes a good strategy?

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WHAT IS RISK IN PR

Unit Structure

- 10.0 Objectives
- 10.1 Introduction
- 10.2 What are some business risks?
 - 10.2.1 PR risks and crises and the factors contributing to it.
- 10.3 How to effectively address a PR crisis.
- 10.4 What not to do during a PR risk.
- 10.5 Summary
- 10.6 Questions
- 10.7 References

10.0 OBJECTIVES

- This chapter will help you understand some potential risks faced by public relations professionals.
- It will help you prepare and mitigate in case of crisis arises.
- I will make you aware of the process you need to follow if a situation like that images.
- This also helps to prevent any mishap from the communication professionals' end.

10.1 INTRODUCTION

Everything we do in the sector of communication is extremely public facing. While this is an extremely rewarding career choice, it's also equally important to know that there is extraordinarily little room for error. You need to be more careful with a domain like public relations because, it is assumed that if you have communicated it via a tool of public relations like a press release, press note, media announcement or interview it is the organization's official communication. While attention to detail and double-checking can save you a lot of trouble, there are still many risks that the PR industry has that we can't control. This chapter discusses in detail what are some potential risks like this and addresses how you can tackle the challenges.

10.2 WHAT ARE SOME BUSINESS RISKS?

Before we learn more about the risks that the PR industry presents you with, let's briefly go over what general business risks look like. These are potential threats faced by any business setup.

Strategic risks in the business and political environment:

- **Compliance risks** – complying with rules and regulations.
- **Operating risks** – events that severely disrupt operations, such as natural disasters, power supply, management complaisance or incompetence, cyber security attack, etc.
- **Financial risks** – relating to the money flowing in and out of the business.
- **Reputational risks** – a ‘flexible’ term, but with major business implications

While not all of them may seem relevant to our scope of work right now, if you think about it, you will realize that any of these risks can translate into a PR risk. Since your responsibility would be to communicate to a larger audience about the happenings at your organization, any of these risks could extend themselves to that. For instance, a strategic decision that is taken by an organization could go wrong and can turn into a PR crisis. Even if it doesn't turn into an instant PR crisis, if your organization is responsible and transparent enough, it will be expected of you to communicate that failure to the audience. It is also possible that the strategic decision was a considerable success, however, in the process, you have said/communicated some insensitive things that do not adhere to your brand values otherwise. So addressing that will also be a part of managing the PR risk. A new age example would be the ‘Don't Say Gay’ policy by Disney. Despite the whole United States having liberal policies and conversations around queer rights, Disney took a drastic step and that has caused them quite a bit of reputational damage.

Potential threats to good PR:

Now that you have understood how easily a PR crisis can arise, let's quickly talk about what are some general potential U-turns PR could take. One quite common PR risk that most people don't talk about is creating strategies that are not effective and communicating ineffectively. This might not necessarily mean that your message is not being received by anybody or is not disseminated far enough. It simply means that the messaging with which you are going to your audience is not resonating with them, you are not receiving any positive responses from them, or even worse, you are coming across as a brand that does direct brand plug-in and a little bit bragging. When you are creating communication strategies and PR campaigns for just your products. It is completely possible that some of the material will turn into pieces that are exclusively about the work the organization does. One needs to remind themselves that unless there is an incentive that comes out of that piece of communication or engagement for the audience- it could be the journalist you are pitching it to or the public who will be reading it, it won't be as effective.

Another simple PR risk that doesn't get spoken about enough is choosing the wrong target audience. While it may be simple enough, it's possible that the organization has wrongly formulated the target audience. It's also possible that the audience was defined at an exceedingly early point in the organization's set up and now the dynamics have changed drastically. An excellent example would be makeup and skincare. There was a time when the communication of these brands was exclusively only targeted to women and only women of certain age groups. Today, makeup is enjoyed by people of all genders and ages. The target market and audience have shifted tremendously. Relooking at your target audience occasionally is key. It may change every few years.

Another big PR mistake could be choosing the wrong narrative. This might not be a conscious choice. You might have chosen an extremely popular format of messaging for your brand that you have seen competitors use, however, there's a risk in running any narrative since there's no guarantee that this will be a success. If you have the wrong target group, that will naturally land you in the wrong narrative. But something that would be even more damaging would be sending out a narrative that doesn't reflect the brand values. If the narrative isn't inclusive, that could trigger a backlash. If you have chosen stereotypes or tokenism, it could do the brand more harm than good.

Another straightforward task in PR, if done well can be effective, or if not done well can be really damaging for the brand, is choosing the right spokesperson for your brand. You can't overstate the importance of choosing the right spokesperson for your brand. Your spokesperson simply represents your brand and its values to the public. For example, Elon Musk, the Founder and CEO of Tesla is their spokesperson as well. He represents everything the brand stands for. He expresses himself as somebody who is innovative, innovative, quirky, future-oriented and someone who is self-made. If you observe closely that's also who Tesla wants to sell their products to. They want customers who are self-made upper-middle-class, People who believe in alternative energy sources and electric cars, people who don't look at cars as just a mode of transport but those who want innovation and creativity from their products. It's also interesting to note that these are all values Tesla proposes internally and externally. He's done an excellent job advocating for Tesla and its potential target groups. Based on this example, when you pick the spokesperson for your brand you need to keep in mind a couple of things. They need to be a key stakeholder of the organization who has decision-making as well as influential capacity. It wouldn't be wise to put somebody from middle-level management to be your spokesperson because simply if they are thrown into a situation where they are asked about something and decided within the organization, it might throw them off. Your spokesperson also needs to be somebody who is articulate and confident in communication. While it may seem biased, for four public relations purposes, you cannot have a spokesperson who just has clever ideas. You need somebody who can also articulate these clever ideas. Since it's completely possible to misquote somebody out of context, you need somebody who understands the craft of framing answers. We also

need someone who is relatable and has a story. This simply means that, when this leader is put in the limelight, the story should be catchy enough for it to evoke some emotions within the audience. A solid human-interest story can do magic for your brand reputation.

10.2.1 PR risks and crises and the factors contributing to it:

Miscommunication:

One of the many PR risks that exist in today's world is miscommunication. There might be a couple of reasons how this can happen-it could be that somebody misquoted or pulled something out of context from a piece of communication that you generated, it could be because an individual who is associated with your organization has gone out and said something in his own personal capacity which is against the brand's personal philosophy, it could also be because somebody missed spoke or used words that actually don't reflect the brand's voice. As much as you prepare, some of these are human errors and you can't control them. Once one of them arises, you can however address it. It has happened several times in the last couple of years that a participant has said something in the context of a particular question and the media or other people have picked it up completely out of context and used that as the hook for the story. Now since the internet is so quick to judge, it's possible that if you are misquoted, before you can acknowledge the fact that this was a miscommunication, you would have lost some of your brand reputation. News around things spread like wildfire. Especially if it involves a leading figure, you can see real damage to the brand image.

Inaccuracy:

While miscommunication might be a mishap, inaccuracy in communication collaterals is less forgiving. Especially if you are an organization or brand that builds your communication base or your proof points or impact stories, and if they are based on quantitative numbers and inaccuracy could cost you a lot. It could make your organization look like you are manipulating numbers to create a different narrative which might not be the reality. Attention to detail can go a long way on this. However, complete transparency is a crucial part of excellent communication strategies. So if inaccuracy has occurred, it is a communication professional's duty to acknowledge it and clear it. Most organizations publish annual reports and audit reports so that their financials and other activities are completely transparent. It's an industry best practice to not only keep these records transparent and accessible for all but also to inform people that we are a transparent organization.

Personal conflicts:

In today's age and time, there is nobody who is free of a digital footprint. While it may seem harmless on the surface when one needs to know there are ways to connect you with your hometown, your workplace, your educational institutions and more on the internet. For instance, if an individual in your organization who is in a key position says a certain

insensitive thing, which is very much within their personal capacity outside of work, there is an opportunity for outsiders to simply research the said person's name and find out what they work or what they do. This can blow into a big PR risk in no time. While depending on your organization's philosophy, the said person could have consequences, however, this could instantly or even in midterm damage your company's reputation. An excellent example would be the happenings around the 'Black Lives Matters' movement in America. There were several instances where the two sides clashed and cost each other's careers. One particularly noteworthy one was a couple who stood outside their house with arms in their hands while a peaceful protest went around. The image went viral, they were identified in no time. People tracked their workplaces down and flagged it with them.

Controversies:

Another risk that deserves mention is risks related to controversies within your organization. There is a possibility that a team and individual or even campaign that you did is the center of a controversy. It's also important to note that a major risk in PR is simply coming across as braggish or completely self-centered. Unless you are incentivizing your audience to engage with you there is a fair chance that your strategy won't be effective at all.

Check your Progress.

1) What are some risks PR professionals should prepare for?

2) What are potential threats to good PR?

10.3 HOW TO EFFECTIVELY ADDRESS A PR CRISIS.

Now that we have understood some ways PR risks can emerge, let's talk about how one should acknowledge and address them.

The first step in managing a PR crisis is to orient yourself and your team towards the purpose of why you are doing what you are doing. It's important that you take a step back, observe the situation intently, and produce your observations before you start acting.

It's also crucial that you document the process of said crisis because of two reasons-this will help your team members or other teams to

understand the process that needs to be followed and this can become a part of a checklist as you build your communication future strategies. Once you have your observations, it's time to involve all the key stakeholders. You can choose which stakeholders you want to involve based on the magnitude of the risk. If it is minor and doesn't affect the brand holistically, you can keep the communication Limited within the communications team. But if it's going to have longer repercussions, it's important that you involve everyone it affects.

It's important that you communicate the incident to the relevant stakeholders. This may vary from vertical heads to CEO Or even board members depending on the magnitude of the issue.

The third step is to produce a crisis management strategy. Depending on the issue, it could be different. You may want to issue a statement that talks about your organization's stance on the said crisis. Your strategy could also be that you do a media briefing with key personnel who can answer any questions the media have about the crisis. You may also need to prepare a press release which addresses the issue. But to do all of this, it is important for you and your organization to align on what the narrative would be. There needs to be 100% synchronization between every piece of communication collateral that goes out.

The next step would be identifying your key target media/platforms. Depending on the nature of the issue, you may want to selectively publicize and disseminate the information. It might be more effective to do it in a selective manner than simply sending it out to the vast breadth of your network. This collateral needs to address the issue, make the organization's stance on it clear, and explain how and what actions will be taken on this front.

Depending on the nature of the issue, you may also be expected to communicate internally within the organization about the issue. This might also be helpful to ensure all stakeholders are aligned on what we are communicating. It's also important for one to send out a follow up on this ending so that the organization is aware that you are monitoring and tracking the issue. There might be some curiosity amongst immediate stakeholders, so holding spaces and avenues for them to come forth and ask any questions and seek clarification is especially important. This is an important part of creating a healthy work culture as well - giving your direct stakeholders a space to ask questions and seek explanations. This will avoid any ambiguity and unclear chats.

In a nutshell, whoever is responsible for risk management is meant to answer three questions:

1. What can go wrong? Or what has gone wrong?
2. What is the likelihood and impact of something going wrong? Depending on what stage of the crisis you are in, you can answer either.

3. What can we do about it? What's the right way to go about it?

To simplify the process, each PR risk can be addressed with the following steps:

1. Establish the context.
2. Identify the risks.
3. Analyze the risks.
4. Evaluate the risks.
5. Establish a risk register.
6. Treat the risks.
7. Monitor and review.
8. Communicate and consult.

How Does PR Help in Crisis Management?

While it may seem simple enough on the surface that a PR crisis has emerged and it is being addressed at a slow pace, it's important to note that a PR crisis has an impact on the business side of things beyond communication. The main responsibility of public relations is to ensure there is trust and positive brand perception, a PR crisis not only negatively affects it, but it may also make it harder for our future campaigns to be effective.

Addressing a PR crisis, beyond mitigating the issue at hand, also represents the brand and the organization in a positive light. Especially if the issue touches upon any aspects of discrimination or insensitivity, taking ownership and providing consequences make the brand appear as a responsible one. In today's agile world, it is almost expected that the brand will address the issues. With every organization being present on digital media, it's also incredibly easy for the public to demand explanations. Not acknowledging or addressing the issue at hand makes the organization look like they don't really care about the image which may lead to rejection from the audience.

The three Cs of credibility:

An important aspect of an effective PR crisis management strategy is an effective spokesperson. This individual will have to be a key influencer within the organization beyond them being just articulate. This person, for that noticeably brief period, becomes the brand's face. A key responsibility of PR professionals would be to prepare the said person to engage with an audience. You can use a 3C method to ensure they are able to do it successfully.

1. Compassionate:

As you will be in the limelight, appearing compassionate and sharing only explanations that are empathetic is crucial. You need to choose somebody compassionate and aware of the surroundings.

2. Competent:

This person needs to have the personality of a competent employee and of a competent citizen. Their image gets associated with the brand image. It's crucial that you choose someone with a positive history.

3. Confident:

You might be met with some challenging conversations and questions. You need someone who won't be phased by challenges. This individual needs to be confident and comfortable within this space.

How to manage a PR crisis:

We briefly touched upon the steps of PR crisis management. Here, we will discuss in detail the most efficient way to mitigate a PR crisis.

1. Appoint a team:

Select a group of people who would be equipped to take on the challenge of the PR crisis. There should be a mix of strategic people with a deep understanding of the business and a few people who have the potential to be the spokesperson. Depending on the magnitude of the issue, this team should be capable of making decisions around narrative and messaging.

2. Design a strategy and brief your team:

Often the crisis management strategy will be determined by the senior leadership team depending on the magnitude of the issue. It's important for the team to be briefed on the strategy and why we have chosen that path. This helps people create narratives that are more effective and offers them more context.

3. Craft your message:

Once you have adequate context observations and approval from the leadership team, you can start drafting a message in alignment with the strategy that you have decided on. It needs to be concise, short and to the point. It needs to answer any questions that may come. It also needs to mention the contact details of personnel in case they need more clarity.

4. Identify and address the affected parties:

Depending on the issue, it might be an expectation that you identify and address the affected parties. Sometimes it might be your internal community while in some other situations it could be the external community. Either way, being empathetic towards them or addressing those issues will be crucial. It's also important as we discussed to open

conversations with all immediate stakeholders to give them an opportunity to share their concerns.

5. Monitor the situation:

Right after you have launched the action plan of your PR strategy, it's also important for you to monitor the situation. That means you observe closely what the audience sentimentality is towards your brand and whether it is fluctuating after the strategy was implemented. Setting up some alerts would be wise.

6. Review and learn from the situation:

One should also try to look at these crises as a great learning opportunity and try to use those learnings as a prevention method for the future.

10.4 WHAT NOT TO DO DURING A PR RISK

Just as we have understood what to do during a PR crisis, it's also important for us to understand what not to do during a PR crisis.

Being defensive:

There are several normal human reactions towards any accusation and it's often being defensive. That wouldn't be an ideal case scenario during a PR crisis - one must not be defensive or lash out.

Staying silent:

Some brands also tend to offer no comment on issues. While for some minor cases this might be an acceptable response, in most situations not offering a comment or acknowledging the issue is going to make the brand look irresponsible.

Responding way too quickly you are too slow:

This is an easy mistake to make. One should always take the time to understand and observe all aspects of the crisis before they respond. If you respond too quickly, there is a chance that you are missing some elements of the crisis. It wouldn't be fully effective if you respond to a crisis before it is in its completion, and you can take the wrong direction. At the same time, if you respond too slowly, it might not be as relevant anymore.

Check your Progress.

1) How can one evaluate the PR risk and what should be the immediate next steps?

2) What's the role of a spokesperson in addressing a PR crisis and avoiding further risks?

3) How to handle a PR Crisis?

10.5 SUMMARY

There are several PR risks in the world of communication. While we can't fully avoid all of it, you can prepare for them. Any business risk can translate itself into a PR risk and with an effective communication strategy and team in place, many of these risks can be addressed.

10.6 QUESTIONS

1. What are some business risks?
2. What factors contribute to a PR risk and eventually a PR crisis?
3. How can one address a PR crisis?
4. What are some absolute not-dos amidst a PR crisis?

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EVALUATION TECHNIQUES

Unit Structure

- 11.0 Objectives
- 11.1 Introduction
- 11.2 Evaluation techniques in public relations
- 11.3 Let's sum it up.
- 11.4 Questions
- 11.5 References

11.0 OBJECTIVES

After reading this unit you will be able to understand:

- Meaning of evaluation techniques
- Use of evaluation techniques
- Relevance in Public Relations campaigns and activities

11.1 INTRODUCTION

Public Relations Society Of America Prsa Agreed Upon A Definition After A Few Thousand Submissions: "Public Relations Is A Strategic communication process that builds mutually beneficial relationships between organizations and their publics."

Public Relations has been an evolving practice, its origin and growth has traversed many years across the world. Sri Ramesh quotes James Grunig's definition of public relations that it is "the management of communication between an organization and its publics (Sriramesh & White, 1992). Public relations serve the functions of information, communication, persuasion, image building, continuous building of trust, management of conflicts, and the generation of consensus" (Sriramesh K. , 2003). PR is in the business of persuasion. You are always trying to persuade somebody or the other.

In PR it is said that there is no such thing as the public - there are in fact diverse groups of people - not just consumers, but suppliers, employees, trustees, members, local and national trade and political bodies, residents, among many others.

Research and analysis involve constant monitoring of the environment under which an organization operates is especially important as can be seen from the data above. Evaluation done during campaigns reveals what more needs to be done for amicable and mutually beneficial relationships with stakeholders. PR campaigns are indeed useful when the image of a

company is hampered during a crisis like an accident, product failure, pandemic, depression etc. In all these situations it becomes imperative to organize communication activities to keep the stakeholders well apprised of the situation and to resolve their grievances.

“Campaigns are coordinated, purposeful, extended efforts designed to achieve a specific goal or a set of interrelated goals that will move the organization towards a longer-range objective expressed as its mission statement”- Doug Newsom, Judy VanSlyke, and Dean Kruckberg's “This is PR. The realities of Public Relations.” In context of public relations, it is strategizing and creating publicity or media coverage for a brand. Doing activities which will ensure the above. It is also called a public relations plan or a PR plan. Whenever a PR plan is put into place it is always dynamic in nature. There is constant evaluation and is updated as per the change in environment, any stakeholder update etc.

Campaigns are designed keeping in mind to address an issue, to resolve a problem at hand, or to improvise what one is already doing in an organization. The research and monitoring always reveal the data of the position of the company, thanks to ever-changing modern technology. An organization can then use this data for e.g., “by changing a behavior; by modifying a law or opinion; or by retaining a desirable behavior, law or opinion that is challenged.”

Anderson (1991) explained that "we need to emulate our friends in advertising and marketing . . . if we are to become able practitioners of precision public relations" (p. 31). PR practitioners need to have the knowledge of social science research techniques to maintain public relations professionalism.

Public Relations research may not always be available in the public domain due to confidentiality issues of clients. Sometimes evaluation and research are not considered as important as creativity at work in public relations scenarios, this can hamper work if research is only looked up as some very formal and quantitative process giving less importance to the work that is put together by the PR practitioner. This will in turn become an obstacle while creating campaigns and evaluating them. Even more it becomes important that public relations practitioners be encouraged to undertake formal research training if not already undertaken. A semblance needs to be there for the connection to happen between industry practice and research language as rightly put "educators may need to stress the importance of social science research for all students" (Judd, 1990, p. 25).

11.2 EVALUATION TECHNIQUES IN PUBLIC RELATIONS

Objectives are crucial to plan any PR campaign. It even becomes easier than evaluating the process under implementation. Objectives help ensure success in any given activities thus designed. Research of various kinds are useful to study any campaign or previous works done by an

organization. Pavlik (1987) defined three major types of Public Relations research: -

Applied Research:

This kind of research examines issues at work and helps in solving problems. It is further subdivided into Strategic research and Evaluation research.

- Strategic Research: Broom and Dozier (1990), define strategic research as “deciding where you want to be in the future and how to get there”
- Evaluation Research: This is done to the effectiveness of a PR plan/campaign/program.
 - Implementation checking
 - In-progress monitoring
 - Outcome Evaluation

Basic Research:

This helps in knowledge production which can be useful in any kind of Public Relations situation. It specifically investigates the processes in place and theorizes the process itself.

Introspective Research:

As the name suggests it is self-analytical in nature and looks deeper into the practice and the practitioner of Public Relations. It will be interesting to note here that evaluation need not be restricted only to the study of the process of campaigns.

(Cultip, Center & Broom ,1994) prescribe a four-step model of Public Relations Research:

- a) Define Public Relations Problems
- b) Plan Public Relations Programs
- c) Implement Public Relations programs through actions and communications.
- d) Evaluate the program.

So from the above we can see that evaluation forms an important part of public relations activities and campaigns. Evaluation need not be at the end; it can be part of any step wherever needed.

Check your Progress.

1) What is Introspective Research?

2) Write about PR and the importance of evaluating techniques in PR.

Evaluation techniques:

It all begins at the proposal stage. The objectives of a program will define the results expected. The kind of techniques one will use will depend on the objectives set. So if behavior change is an objective, then the assessment will be of that parameter.

There are three main types of measures used:

Quality measures: This consists of basic qualitative reviews of production/projects, any scope for betterment, and the total quality of the production. Used most often by the communication departments of companies for their internal communication and this can also be used for any upcoming plan etc. This could be seen in intranet, website communications, employee communications, emails etc. There can be communication in various languages too with companies now looking into this issue, so the quality of the language in writing as well as verbal communication needs to be carefully addressed in terms of quality.

Output measures: This measure quantifies the communication activities in terms of distribution, press coverage or publicity (circulation or number of exposures), impressions (the actual number of people who read/saw the message). Output measures are obtained from audience data which is part of public media and research agencies (media monitoring agency, rating entity etc.). So, a company can observe the kind of press releases/articles written, the media used for distribution, in current times use of digital communication can add on the way one reaches to the audiences. Engaging with the audience further changes the way evaluation can be done. As one PR practitioner had once observed that PR is a 24/7 365-day job, as with the Internet, feedback from the audience and grievances resolution is always what keeps the PR practitioner on his/her toes.

Impact measures: This kind of evaluation uses surveys as a method to observe changes in awareness levels (knowledge), attitudes (opinion), action of the respondent (behavior). One can also measure for e.g., buying, investing, voting behavior of the audience at large. One can relate this to

the campaign plan to know how effective the plan was. PR efforts always take a while before the results start showing. Health campaigns are perfect examples. In the case of the pandemic, it really took a while for the government to convince their public to engage in health safety measures such as wearing masks, sanitization and of course taking the vaccine dose. It is still an ongoing process with the pandemic virus changing after every few months. The other places where impacts can be measured are image building and selling a product. Public Relations campaigns are used a lot for both these functions. Like earlier said, the image of an organization always takes a while before it can take shape in the minds of the people and that is why companies must carefully choose what to say and do in the eyes of the public. Selling is yet another function which public relations does by educating their publics to buy or adapt to a new scenario. Continuous writing, implementation, testimonials from current users can be especially useful in selling a product.

Some other forms of techniques for monitoring a PR campaign are as follows: Gatekeeping research and Output analysis.

Under gatekeeping research, characteristics of press releases and video releases are analyzed that let them “pass through the gate” to get published in various media. The content and style are examined in these types of vehicles.

Under output analysis, Lindemann (1997) defines “outputs as the short-term or immediate results of a particular public relations program or activity”. It measures how effectively an organization portrays itself to the public, it also observes the amount of exposure or attention an organization gets.

There can be some typical points to be kept in mind that should be handy while planning a campaign which can help in designing a campaign, which can help in evaluation.

1. The source of information for the audience.
2. Media are chosen by the audience to make decisions about important things and the behavior of the audience.
3. The channels that allow for two-way communication that gives feedback to the organization.
4. The most effective media for communication.
5. The media is most suited to put across communication in all respects, especially the story telling perspective.
6. Most cost-effective media.

In his article on “Communicating Public Relations Research”, Gael F. Walker, University of Technology, Sydney makes the following observation as some of the limitations in public relations evaluation of campaigns and works that can hinder the overall working of the practice:-

There can be limitations to doing evaluations. In different areas of public relations, this limitation can be observed. As rightly explained by this statement "measure of the number of media placements indicates program impact on the public" (Broom & Dozier, 1983, p. 6). If one has not related this to actual benefit to the client, then merely studying media coverage numerically will not really give any clear result. The good news is that PR practitioners are becoming aware of this limitation. Though one says that media coverage is one tangible way to show the client the work done. So for PR effects to take place it takes a while and is a long-drawn process. Till then the PR practitioner will produce this as deliverables.

Again not all the time publicity using the media is used, there can be other ways to generate visibility and the client may not be aware of the efforts made to put out the press release to the media and the actual publishing of the same. Clients simply look at the monetary equivalent of the activity, again a limitation but again the column inch of press clippings is used as critiqued by Heath (1991).

Another major limitation to evaluation being given preference is the budget allocated to the same as explained by PR practitioners "because few clients have the budget for formal market research or recognize its importance . . . [we] have to gather information from a variety of sources" and "they think formal market research is expensive and don't want to pay for it but they think informal research is OK and feel better if you tell them you are doing something to clarify your understanding of their position.". Some more responses indicate the challenges: "I'd like my clients to be more willing to participate in research," and it was suggested that "clients generally don't know anything about research. They are not aware or else are only dimly aware that it exists and, therefore, they do not request that it be conducted." Clients many a time are unable to provide previous data for the current project/campaign for a better planning for the PR plan. This results in the campaigns being more general in nature so this leads to not really reaching out the actual audiences completely, or the messaging not being really a winner, sometimes the product usefulness limitation can also not let the future be more effective for current products as no real past data was provided. PR activities evaluation can also be challenging when the client takes it for granted that the press already knows about the client organization in the industry. This may not always be the case and proper information from the client is necessary for the PR agency to write better press releases, or design better campaigns. Sometimes PR is just considered a part of the marketing mix and so doesn't get its deserved value, "clients do not think PR is important and it is often only tacked onto the portfolio of usual activities." Comments made included "marketing managers and advertising agencies think PR is only peripheral" and "these people don't think PR is serious." To continue the limitation, the practitioner says that they "have to fight for their client's attention amongst the marketing advisers and ad agency representatives who quite often misunderstand or denigrate PR's contribution to the achievement of the client's communication objectives."

It is observed that the environment under which an organization operates are factors affected by political-legal, economic, and socio-cultural parameters. The stakeholders have a direct impact on the image and reputation of the organization. The organization may create various campaigns to either create a specific image of themselves with their stakeholders or sell their products or services to their target audiences. In any scenario a thorough evaluation is needed at each step of the campaign planning to know the current position of the organization.

Check your progress

1. What is your understanding of public relations evaluation?

2. What are the various forms of evaluation techniques?

3. What are the limitations of doing evaluation in public relations?

4. What are points to be kept in mind while creating a PR campaign?

11.3 LET'S SUM IT UP

Public Relations Society of America PRSA agreed upon a definition after a few thousand submissions: "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics."

In PR it is said that there is no such thing as the public - there are in fact diverse groups of people - not just consumers, but suppliers, employees, trustees, members, local and national trade and political bodies, residents, among many others.

Research and analysis involve constant monitoring of the environment under which an organization operates and is especially important as can be seen from the data above. Evaluation done during campaigns reveal what more needs to be done for amicable and mutually beneficial relationships with stakeholders. PR campaigns are indeed useful when the image of a company is hampered during a crisis like an accident, product failure, pandemic, depression etc.

“Campaigns are coordinated, purposeful, extended efforts designed to achieve a specific goal or a set of interrelated goals that will move the organization towards a longer-range objective expressed as its mission statement”- Doug Newsom, Judy VanSlyke, and Dean Kruckberg's “This is PR. The realities of Public Relations.”

Objectives are crucial to plan any PR campaign. It even becomes easier than to evaluate the process under implementation. Objectives help ensure success to any given activities thus designed. Research of various kinds are useful to study any campaign or previous works done by an organization.

Pavlik (1987) defined three major types of Public Relations research: Applied research, basic research, and introspective research. (Cultip, Center & Broom ,1994) prescribe a four-step model of Public Relations Research:

- a) Define Public Relations Problems:
- b) Plan Public Relations Programs
- c) Implement Public Relations programs through actions and communications.
- d) Evaluate the program.

Evaluation techniques choices can begin at the proposal stage. The objectives of a program will define the results expected. The kind of techniques one will use will depend on the objectives set. So if behavior change is an objective, then the assessment will be of that parameter. There are three broadly classified ways: Quality, Output, and Impact measures.

There can be limitations to doing evaluations. In different areas of public relations, this limitation can be observed as explained above. It is observed that the environment under which an organization operates are factors affected by political-legal, economic, and socio-cultural parameters. The organization may create various campaigns to either create a specific image of themselves with their stakeholders or sell their products or services to their target audiences. In any scenario a thorough evaluation is needed at each step of the campaign planning to know the current position of the organization.

11.4 QUESTIONS

1. What is the importance of evaluation in public relations campaigns?
2. What are the diverse types of evaluation techniques used in public relations?
3. Define Impact measures.
4. How can benchmarking be used in PR evaluation?
5. What is media analysis, and why is it important in PR evaluation?
6. Write a note on Quality measures and Output measures.

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