



COURSE CODE: MAMCD 203

COURSE NAME: PR & CORPORATE
COMMUNICATION

**CENTRE FOR DISTANCE AND
ONLINE EDUCATION
TEZPUR UNIVERSITY**

MASTER OF ARTS

**MASS COMMUNICATION
AND JOURNALISM**



Tezpur University
Centre for Distance and Online Education
Napaam, Sonitpur, Assam - 784028

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MMC 103: ADVERTISING AND PUBLIC RELATIONS



CENTRE FOR OPEN AND DISTANCE LEARNING
TEZPUR UNIVERSITY (A CENTRAL UNIVERSITY)
TEZPUR, ASSAM-784028
INDIA

MMC-103: ADVERTISING AND PUBLIC RELATIONS

ADVISORY COMMITTEE

Prof. Abhijit Bora	Professor & Head, Department of Mass Communication and Journalism, Tezpur University
Dr. P. Anbarasan	Associate Professor, Department of Mass Communication and Journalism, Tezpur University
Dr. Uttam Kr Pegu	Associate Professor, Department of Mass Communication and Journalism, Tezpur University
Ms. Pragya Sharma	Assistant Professor, Mass Communication, Centre for Open and Distance Learning, Tezpur University

CONTRIBUTOR

Module III & IV	Dr. Anjuman Borah	Assistant Professor, Department of Mass Communication and Journalism, Tezpur University
	Ms. Pragya Sharma	Assistant Professor, Mass Communication, Centre for Open and Distance Learning, Tezpur University

EDITOR

Dr. Uttam Kumar Pegu	Associate Professor, Department of Mass Communication and Journalism, Tezpur University
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BLOCK II

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UNIT 11: MEDIA RELATIONS

MODULE IV: PUBLIC RELATIONS AND SOCIETY

UNIT 12: COMMUNITY RELATIONS AND CORPORATE SOCIAL RESPONSIBILITY

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COURSE INTRODUCTION

Advertisements are prevalent in all forms of mass media, viz, print, Television, Radio, films and new media. Advertising, which is often referred to as an art, requires a lot of planning and strategy and the same has been detailed out in this course. This course also includes the basics of Public Relations and the several functions that it carries out; like crisis handling and social responsibility.

The course is divided into four Modules, each consisting of multiple units. This has been done to discuss the prime issues more elaborately and to ensure learner friendliness.

Module III Basics of Public Relations includes two units. The first unit, **Introduction to Public Relations** gives details about the history of Public Relation, the internal and external publics, the structure of PR Department and the duties of a PRO. The next unit of this module, **Media Relations** shall discuss the importance of media relations and the tools and techniques involved in maintaining such relations. This unit shall also give you a detailed understanding of press conferences and press releases.

Module IV, the final module of this course deals with **Public Relations and Society**. The first unit of this module, **Community Relations and Corporate Social Responsibility** delves deep into the importance, techniques and objectives of maintaining proper relations with the society. The second unit, **Public Relations and Crisis Communication** deals with crisis handling and the role that PR plays in it. The last unit of this module and also this course is titled **PR Agencies and the Apex Bodies**. This unit explains the topics related to Public Relations Agencies, Client Servicing and the apex bodies that govern Public Relations.

For the convenience of the learners, this course has been divided into two blocks. **Block I** consists of **Module I & II** and **Block II** consists of **Module III & IV**.

MODULE III: BASICS OF PUBLIC RELATIONS

UNIT 10: INTRODUCTION TO PUBLIC RELATIONS

UNIT STRUCTURE

- 10.1 Introduction
- 10.2 Objectives
- 10.3 Basics of Public Relations
 - 10.3.1 Concept of Public Relations
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10.1 INTRODUCTION

This unit has been designed to introduce learners to the concept of Public Relations. In this unit we will discuss about the history of Public Relations, its functions in organizations in the present day context. We will also discuss about the structure of a PR department in an organization. Next we will look into the role and functioning of PR agencies and some of the apex bodies associated with Public Relations.

10.2 OBJECTIVES

After going through this Unit the learners will be able to

- explain the concept of Public Relations
- discuss the history of Public Relations
- innumerate the functions of Public Relations

10.3 BASICS OF PUBLIC RELATIONS

10.3.1 CONCEPT OF PUBLIC RELATIONS

The basis of Public Relations lies in one's understanding of the unchangeable fact that we live in an interdependent world. Whether it is as individuals or as organizations, it is impossible to be completely self-reliant and self-sufficient in meeting one's needs. Because of this interdependence individuals build relationships with different people and institutions – some personal, some social, some professional and some need-based relationships. Some of these relationships are for life and some others only for certain duration.

Similarly different organizations depend upon different groups of people for the fulfilment of their needs and for their smooth functioning. For instance business organizations depend on customers for sales and profit, industries depend on the workforce for productivity, educational institutions depend on the teachers for educating the students, hospitals depend on doctors and nurses for the care of the sick, political parties depend on the public for votes, newspapers depend on readers for their circulation and film stars depend on the public for their popularity and stardom.

This interdependence of different people and organizations has given birth to a management function which is the topic of our study in this unit called 'Public Relations'

Different people have defined Public Relations in different ways:

According to the definition given by the Institute of Public Relations, USA, *Public relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation (or individual) and its (or their) publics.*

Dr. Rex F. Harlow, a well-known American professional who analysed 472 different definitions of Public Relations came up with a definition of Public Relations which is a synthesis of all these 472 definitions:

“Public Relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change; serving as an early warning system to help anticipate trends, and uses research and sound ethical communication as its principal tools.”

According to Sam Black, author of Practical Public Relations, public relations is *everything that is calculated to improve mutual understanding between an organization and all with whom it comes in contact, both within and outside the organization and everything directed towards improving communication between people and organizations.*

It is very important to understand in the context of Public Relations, the term ‘Publics’ does not mean masses or the general public. It is a specific term generally used to refer to the different communities of people (whether or not organized as groups) that have a direct or indirect association with an organization, i.e., have a stake in the organization. So, publics are actually stakeholders of an organization. Customers, dealers, employees, media, community, government, etc are all different groups of publics with direct or indirect stake in different organizations.

Internal publics includes employees, investors or shareholders or other people who are directly associated with the organization and Public relations that deal with internal publics is called internal relations.

External publics include customers, dealers, media, government, community, industry associations, regulatory bodies and of course the public at large whose association with the organization is indirect and the Public Relations that deals with such groups is called external relations.

10.3.2 INTERNAL AND EXTERNAL PUBLICS

‘Publics’ in public relations refer to the people who hold certain stakes in the organisation. Publics may be the employees, the shareholders, the customers, the media houses, the competitors, the government etc. An organisation’s success or failure directly depends on its publics.

The publics of any organisation can be broadly categorised into two types:

a) Internal Publics: Internal publics constitute the group of people who are directly involved with the functioning of the organisation. It includes employees, investors or shareholders or other people who are directly associated with the organization.

It is very important to maintain healthy internal public relations as their cooperation is utmost essential for the day to day functioning of an organisation. The communication channels should always be kept open with internal publics to avoid misunderstanding and conflicts. Any major change in the organisation like mergers, acquisitions, change of leadership etc should be communicated to the internal publics in time.

b) External Publics: External publics comprise of all the people and organisations that are not directly associated with the functioning of an organisation but have an influence over its survival and growth. Customers of an organisation, media houses, government bodies, financial institutions etc comprises of the external publics. Customer relations, community relations, media relations, government relations are all parts of public relations.

The external publics help in building an image of the organisation and control the business environment in which the organisation functions. For example, Government is a part of external publics but a change in a government policy may lead to a major change in the way a business functions. Similarly, if the media releases a negative statement about a company, it will have a major impact on the functioning of the business.

10.3.3 PUBLIC RELATIONS AND ITS HISTORY

The history of Public Relations is as old as human civilization itself. Although Public Relations as a profession began to emerge only from the early half of the twentieth century, its origins can be traced back to the moment when ancient human beings began to realize their dependence on each other, their need to have relationship and communicate with members of the community. The functions of public relations – to inform, to persuade and to create mutual understanding – these have been basic to society since the beginning of civilization. The objectives, tools and techniques have of course changed with time and has thus emerged the discipline of PR as it exists today.

Ancient leaders were always eager to exercise control over their subjects by various means. Sometimes they used force and at others times persuasion. But, there was always an attempt to mould public opinion in their own favour. This was because these leaders realised that they could not rule without the support of the people. The Roman adage *Vox Populi, vox dei* meaning *the voice of the people is the voice of God* is widely adhered to even today.

You must be familiar with stories of kings and emperors who employed spies to give them feedback on public opinion. Wise kings like Akbar often disguised themselves as common men and went out to the streets to collect information. The rulers also employed people to eulogise them and spread

opinions that favour the kingdom. The wandering minstrels who sang songs in praise of the kings are instances of such people.

I believe you must have heard about the great Roman general and statesman Julius Caesar. In order to convince the people of Rome that he would be the best head of state, he wrote a document entitled *Caesar's Gallic Wars* in 50 B.C., which he used duly to publicize his military exploits. It is considered to be the world's first campaign biography, a tool which candidates for political office continue to use to this day to publicize themselves.

Not just rulers, but also religious organizations have always tried to mould opinion in their favour for facilitating propagation. History has shown that all religious leaders have invariably been master communicators. Unfortunately, in many cases when persuasion did not work, totem, taboo and supernaturalism was evoked to achieve their end.

In the 17th century, the Catholic Church set up a congregation for propagating Christianity which became widely known as the *Congregatio de propaganda*. This was in fact the base from which the word propaganda was born. Another notable 18th century practitioner was Georgiana Cavendish, Duchess of Devonshire who engaged in press relations, lobbying and celebrity campaigning.

The American Revolution which changed history can also be seen as the event which laid the foundation of the present-day Public Relations. It was not a popular uprising, but a movement which was meticulously strategized and implemented. The English author and revolutionary Thomas Paine inspired and flared up the great American revolution with his writings. In 1776, Thomas Paine wrote *The American Crisis*, a pre-revolutionary pamphlet series which was so compelling that the soldiers of Washington's army was convinced to stay and fight for independence at a time when most of them were on the verge of giving up so they could

escape the cold and the hardships of a winter campaign. Paine was indeed a master propagandist – most convincing and forceful.

However, Public Relations as in its present day spirit and context began to emerge in the form of publicity in the middle of the 19th century and can be called the major beginning of Public Relations.

One master publicist during that time was P.T. Barnum, who founded the American Museum and the Barnum and Bailey circus. He used ‘sleazy’ methods of publicity to attract customers to his enterprises.

Another such person was William Seward, President Lincoln's secretary of state in 1861. He had thorough understanding of how to use the press to multiply his messages to the public

But Public relations took the shape of a profession mainly in the hands of two individuals - Ivy Lee, who is now considered to be the first real practitioner of public relations and Edward Bernays who is regarded as the father of Public Relations. Also the First World War had a huge role to play in stimulating this development.

Bernays and many other early Public Relations professionals like John W. Hill and Carl Byoir can be said to have started their career or entered this profession via the *Committee on Public Information (also known as the Creel Committee)*, the committee which was responsible for publicity in favour of America's war efforts during World War I.

Lee of course was practicing Public Relations long before the start of the war. In 1903 Ivy Lee became the Public Relations counsellor to John D. Rockefeller, a business giant. Rockefeller owned coal mines and the Pennsylvania Railroad and at that time was facing severe problems with his workers who would frequently go on strike. Based on Lee's Counsel, Rockefeller became successful not only in turning around his relationship with his workers, but also changed media and public perception towards his organization.

In 1905, Lee started his own PR firm *Parker and Lee* along with another practitioner George Parker. And in 1906, he is considered to have issued the first ever press release on behalf of Pennsylvania Railroads after an accident better known as the Atlantic City Train wreck.

Lee followed three principles in his conduct of public relations:

1. Tell the truth
2. Provide accurate facts
3. The public relations director must have access to top management and must be able to influence decisions

After serving as the publicity director as part of the Creel Committee during the war, in 1919 he founded the public relations counselling office Ivy Lee & Associates.

Bernays' initial career began as a Press agent in 1913. In 1917, he worked as part of the Creel Committee. After the war, from 1919 onwards he opened his own Public Relations counselling office in New York; He was responsible for popularising the usage of the term Public Relations. He has commented on the origin of the term as:

"When I came back to the United States from the war, I decided that if you could use propaganda for war, you could certainly use it for peace. And propaganda got to be a bad word because of the Germans ... using it. So what I did was to try to find some other words, so we found the words Counsel on Public Relations".

Bernays also authored several books on Public Relations. His most celebrated books include *Crystallizing Public Opinion* (1923), *Propaganda* (1928) and *The Engineering of Consent* (1947). He is also considered to be the first Public Relations theorist.

10.3.4 FUNCTIONS OF PUBLIC RELATIONS

The practice of Public Relations serves to fulfill several purposes in an organization. Iqbal S. Sachdeva, in his book Public Relations – Principles and Practices summarizes the functions of Public Relations as follows:

- Establishing relationship between an organization and its various constituent public groups like employees, customers, dealers, vendors, shareholders, media, community, government etc.
- Monitoring the awareness levels, opinions, attitudes, behaviours, and responses of various publics.
- Engineering changes in the awareness levels, opinions, attitudes and behaviours of the publics.
- Evaluating and measuring the impact of organizational policies, procedures and actions on various publics.
- Advisory role of counselling the management to modify and adjust those policies, procedures, and actions conflicting with public interest in the interest of smooth functioning of the organization
- Counselling the management for the formation of new policies, procedures, and actions which are mutually beneficial to organizations and publics.
- Maintaining a two-way communication between publics and the organization.
- Monitoring the winds of change and anticipation of the crisis and thereby working as an early warning system for gearing up the management to deal with the eventualities.

10.4 STRUCTURE OF PR DEPARTMENT

There is no fixed structure for a PR department as it differs from organization to organization depending upon the size and PR needs of the organization. In certain organizations it can be manned by one person generally called the Public Relations Officer (PRO), while in other organizations it can also be a larger team.

Most educational institutions for instance simply have a Public Relations Officer as their PR requirements are limited and it is not necessary to engage an entire team to look into those needs. On the other hand, Public sector undertakings like Oil India Ltd. (OIL), Gas Authority of India Ltd. (GAIL) etc have bigger teams as they need to maintain relationship with many different groups of publics.

Like other organizations, Governments also have Public Relations Departments. The Government of Assam also has a Public Relations Department called 'Directorate of Information and Public Relations' or 'Janasanjog'. It is an excellent example of a large sized PR department. The DIPR has 5 regional offices (Diphu, Jorhat, Kokrajhar, Kolkata and New Delhi) apart from offices in each District and Sub-division.

The department is headed by the Director, Information and Public Relations who reports to the Commissioner & Secretary, I& PR Department. Under the DIPR there are Additional DIPRs, Joint DIPRs, Deputy DIPRs followed by Senior Information Officers, Special Information Officers and Junior Information Officers.

For smooth functioning the department is divided into several sections/ wings/ centres. A brief description of each has been given below. (Source: Official website of Janasanjog, Assam <http://janasanyogassam.nic.in>)

PRESS LIAISON SECTION: This wing functions 365 days throughout the year with a band of dedicated staff and officers. The PL Section prepares, handles and disseminate official news backed by photographs where necessary to the print and electronic media. Clarification etc. against faulty news and views published in the media are issued by the Section which also has the responsibility of preparing Speeches, Messages etc. for VIPs on all the important occasions. Moreover, coverage of Government functions and VIP programmes are also done by this Section.

PRESS RESEARCH SECTION: What is reported in the Print Media concerning the State and the functioning of the Government is constantly monitored by this section (under PL Section). Clippings of news and views are regularly made and sent to concerned Ministries and officials with entry into a live Register.

ARCHIVE: The Department has to photograph almost all important official functions. These are distributed for publication in mass media and important events are preserved in a modest archive in the Photo section. Digital photography is launched of late. Moreover, Daily newspapers are also preserved in the Section.

ADVERTISEMENT SECTION: The Government always laid adequate stress on this powerful medium. And in this sphere DIPR is the sole agency to release all government advertisements to the media. State Government releases and pays for the advertisements released through the DIPR.

CULTURAL WING: Song, street play, dance etc. are profusely used to propagate messages of community involvement in the administration, development of society and importance of peace and national integration etc. DIPR has a full-fledged troupe of artists to this effect and they are based at the Srimanta Sankardeva Kalakshetra, Guwahati.

EXHIBITION WING: Display of important photo, artifacts etc. done in an artistic way always attract people's interest. DIPR is very alive to this prospect and has a wing exclusively meant for preparation and erection of field level exhibition.

TECHNICAL SECTION: DIPR covers important official functions through Public Address System also. For this purpose adequate and trained staff and officer are there in this section. Moreover this section is also

handling a huge network of Fixed Loudspeaker System (FLS) in almost all important towns of the state which acts as a local broadcasters.

INFORMATION CENTRE: DIPR has a modest Information Center with sufficient books and reference materials, at the Sremanta Sankardeva Kakalshetra Guwahati under supervision of a Senior Departmental Officer. The Centre is meant for both discerning and general ones interested to know the various facts of the state.

PUBLICATION SECTION: Important Government policy matters, views, proceedings, interpretation etc. along with topical matters concerning public welfare and important speeches of dignitaries on various occasion are compiled and published by the DIPR through this section. Competent official man the post of Editor, Assistant Editors, Manager etc. of this section. Beside publishing periodicals, pamphlets, booklets etc. this section brings out a regular weekly newspaper titled “RAIJOR BATORI” (News of the People) with a circulation of 30,000 copies. The modern weekly newspaper carries the official news and views of the masses.

CM’s P.R. CELL: DIPR has entrusted a few selected officers to exclusively look after the programmes of the Hon’ble Chief Minister of the State with a separate office in the (Janata Bhavan) capital complex. The CM’s PR Cell feeds the media with news and features concerning the top functionary of the State and also act as an ear to the public opinion for the Chief Minister.

10.5 DUTIES OF A PUBLIC RELATIONS OFFICER

A Public Relations Officer (PRO) needs to carry out certain duties and responsibilities.

The job of a PRO includes the following:

- **Writing and editing:**

The job of a PRO entails extensive writing. It includes writing news releases, special publications, employee newsletters, correspondence, reports, speeches, booklet texts, radio and television copy, film scripts, trade paper and magazine articles, institutional advertisements, product information, and technical materials and other communications directed to internal and external publics.

- **Media Relations and placement:**

Maintaining relationship with the media is one of the primary preoccupations of a PRO. This involves responding to media requests for information or spokesperson and contacting news media, magazines, trade publications etc. and encourage them to publish or broadcast news and features about the organization or publish stories on events organised by the organisation..

- **Special events:**

Another job of the PRO is to arrange and manage different events like press conferences, media tours/ industry visits, convention exhibits, open houses, anniversary celebrations, fund-raising events, special observances, contests, and award programmes.

- **Speaking:**

A PRO needs to be a confident speaker as there comes several formal and informal occasions on which a PRO needs to appear before various individuals and groups and address audiences on behalf of the organization.

- **Production:**

Producing different audio and audio-visual communication materials and publications is another job of a PRO. This includes production of institutional advertisements, documentaries, corporate videos, preparation of audio visual presentations and

publication of reports and periodical publications, preparation of brochures, booklets etc.

- **Research:**

Research is an activity inevitable for a PRO. Research is all about gathering intelligence and thereby enabling the organisation to plan programmes in response to different situations, monitoring the effectiveness of public relations programme during implementation, and keeping a tab on ongoing developments

- **Programming and counselling:**

This involves determining needs, priorities, goals, publics, objectives, of the organization, formulating strategies and counselling the management regarding these strategies

- **Training:**

It is also the job of the PRO to train the executives and other organisational representatives in media skills and prepare them for dealing with the media, and for making presentations and other public appearances. Developing the skills of the service staff is another aspect in training

- **PR support to marketing**

One very important responsibility of the PRO is to maintain liaison with the sales and marketing divisions and providing them with the necessary public relations and publicity support for product and institutional publicity, development of market related publicity material, guidance on the PR aspects of marketing, publication of dealer magazine and assistance in dealer relations.

- **PR budgeting**

The PRO also prepares the annual public relations budget in consultation with the higher managerial authorities of the organization and ensures proper utilization of this budget

- **PR agency Coordination**

Another important job of the PRO is to coordinate with the designated PR agency and also take decision regarding the selection and change of PR agency as and when necessary. The PRO coordinates with the PR agency for briefing, planning, finalizing and executing the public relations plans and programmes. The financial aspects of the company-agency relationship is also managed by the PRO.

- **Website Management**

In case of organizations which have a website, the PRO is also responsible for the management of the website, keeping it updated for proper projection of the organization's image.

10.6 QUALITIES OF A PRO

A public relations officer has to deal with several people, among internal and external publics, in his day to day life. Therefore, it is essential for a good public relations officer to have the following qualities-

- a) Good writing and oratory skills:** The job of a public relations officer majorly involves communicating to various internal and external publics. A PRO should be able to persuade, convince and plant ideas to clients and stakeholders on a day to day basis. Therefore, it is important for a PRO should have excellent writing and oratory skills so that the message that he/she intends to put across gets conveyed effectively.
- b) Networking Skills:** Networking refers to the development of contacts for the purpose of exchanging information and services. A PRO has to constantly build and maintain contacts with various stakeholders of the organisation. These contacts serve as valuable

resources in different situations for an organisation. A PRO should therefore possess proper networking skills.

- c) **Creativity:** A PRO should essentially be creative as public relations involve establishing a brand image, handling crisis situations, hosting corporate affairs, managing events among many other tasks. All these activities require a creative imagination and innovative thinking.

- d) **Good knowledge of various media:** A PRO should know the effectiveness of various media vehicles. He/she should be aware of what media should be used with respect to the different kinds of messages, stakeholders and methods of crisis handling.

- e) **Flexible attitude:** A flexible attitude refers to the ability to understand others' point of view. While discussions and negotiations, a PRO should effectively listen and understand the stakeholders' perspectives even if those opinions do not match with his/hers. A PRO should also be able to move on to different plans if the initial plan do not work out in handling a stakeholder or a crisis situation.

10.7 SUMMING UP

The basis of Public Relations lies in one's understanding of the unchangeable fact that we live in an interdependent world. This interdependence of different people and organizations has given birth to a management function called 'Public Relations'. In the context of Public Relations, the term 'Publics' does not mean masses or the general public. It is a specific term generally used to refer to the different communities of people that have a direct or indirect association with an organization. A Public Relations Officer (PRO) needs to carry out certain duties and responsibilities - Writing and

editing, Media Relations and placement, Special events, Speaking, Production, Research, Programming and counselling, Training, PR support to marketing, PR budgeting, PR agency Coordination, Website Management

10.8 QUESTIONS

1. What is Public Relations? What is the significance of Public Relations in an organization?
2. Briefly trace the growth of Public Relation from its origin to the present day.
3. Discuss the functions of Public Relations.
4. What is the role of PR agencies?

10.9 RECOMMENDED READINGS

- Jethwaney, Jaishri (2010), Corporate Communication – Principles and Practice, Oxford University Press
- Sachdeva, Iqbal S., (2009), Public Relations – Principles and Practice, Oxford University Press

UNIT 11: MEDIA RELATIONS

UNIT STRUCTURE

11.1 Introduction

11.2 Objectives

11.3 Basics Of Media Relations

11.3.1 Understanding Media Relations

11.3.2 Benefits Of Media Relations

11.3.3 Public Relations And Media – A Symbiotic Relationship

11.4 Tools And Techniques Of Media Relations

11.5 Essentials Of Good Media Relations

11.6 Organising Press Conferences

11.7 Writing Press Releases

11.8 Summing Up

11.9 Questions

11.10 Recommended Readings

11.1 INTRODUCTION

In the previous unit, we have discussed Public Relations in general. Based on our understanding of Public Relations, we have also gathered that media is one of the categories of publics for an organization. In fact, media happens to be a very important public for any organization. It is an external public which cannot be ignored at any cost. In this unit we will discuss media relations, their importance and benefits and different tools and techniques for practicing media relations. So, let us begin with a discussion on what we mean by media relations.

11.2 OBJECTIVES

After completing this Unit the learners will be able to

- explain the nature and types of media relations
- enumerate the benefits of media relations

- discuss the tools and techniques of media relations
- familiarize themselves with the essentials of good media relations

11.3 BASICS OF MEDIA RELATIONS

11.3.1. UNDERSTANDING MEDIA RELATIONS

Media relations is a term used for maintaining a working relationship with representatives of the media fraternity who cover the organization so that the organization is reflected favourably in the media and negative coverage is avoided to the maximum extent possible.

Media has become an integral part of our society today. It is a very powerful source of information which has the ability to reach millions of people at once. Any information coming via the media is considered to be credible. People not only depend on the media for their daily information and entertainment needs but also trust media and make some important decisions which influence their lives based on media inputs. Independent media, in a democratic country like India, plays an important role in shaping public opinions. As such, for any organization which wants to reach out to the people at large, it is only natural that media becomes a prime choice as an interface for communicating with the masses. Media is a vital link through which an organization can build bridges of understanding with other groups of publics. The media, therefore, is a very important category of public for any organization and for all practical purposes, organizations lay a lot of stress on media relations.

Napoleon Bonaparte once said, “Four newspapers are more to be feared than a thousand bayonets”. Newspapers, or for that matter, any media organization can, with a single coverage, hugely affect an organization’s reputation or even future prospects. Therefore, it is extremely essential for the organization to have strong media relations. The basis of media relations is networking. For media relations to be effective, it is very

crucial for the media relations officer to establish personal contacts with journalists. Networking effectively with the media is an effort to seek media understanding by supplying useful, factual and timely information that journalists would like to use for generating stories for readers' consumption. By helping journalists to identify newsworthy topics, obtain access to sources and prepare interesting stories for publication, organizations can open up the way for building cordial relations with the media organizations. For that the person handling media relations need to be well aware of the media dynamics. He/she should also develop an understanding of what would interest which media persons. This, of course, has to be done with the aim of establishing credibility and working towards building a relationship of trust with media persons by being honest and accurate in matters of sharing information.

11.3.2. BENEFITS OF MEDIA RELATIONS

Media relations have many benefits. These are enumerated below:

- Media relations complement as well as take forward other communication efforts of an organization by acting as the transmission medium.
- Media relations professionals use media relations as a means to avoid or dispel rumours, respond to criticism as and when they arise, tackle controversies and transform adverse situations into advantageous ones.
- Media relations help generate necessary news coverage to draw necessary attention of the masses as well as the policy makers on important issues.
- Media relations is also useful for drawing attention as well as gain support of the opinion leaders, for or against an issue by generating the necessary publicity and if required even hype.
- Media is a magic multiplier. Media takes care of the distribution of messages at its own cost. It is an advantageous and cost effective

way for an organization to evenly spread information about its business amongst the intended publics, and that too in a credible way.

- The news coverage generated through media relations helps to confirm and reinforce the information that people receive about a corporation from other information sources, such as advertising, entertainment programmes, brochures, field salesmen, family members and friends.

11.3.3. PUBLIC RELATIONS AND MEDIA – A SYMBIOTIC RELATIONSHIP

In order to understand the working of media relations, it is very important to understand the relationship between public relations and media. We have already seen that media is indispensable for public relations. But media relations can be successful only when such relations are initiated with the understanding that media needs Public Relations support as much as organizations need the media. Just as the support from the media is important for any organization, no media person can function without the active support of public relations professionals, as the latter serve as a major source of information that goes to build news. Therefore, by gaining a clear understanding of the requirements of the media persons, the media relations professionals can plan a systematic strategy to support the media by trying to fulfil these very needs of the media

Public Relations can assist the media in the following ways:

- Provide accurate, timely and interesting information
- Collect and analyse information that interests the news media and meets their needs
- Produce news releases, feature stories, opinion pieces, newsletters, backgrounders and other readily usable materials
- Prepare press kits, fact sheets, expert lists and aids that can be of help to media persons.

- Present story ideas to the journalists and supplement the ideas with relevant information and assistance
- Arrange news conferences, conduct site visits and other events that may have potential for developing stories
- Arrange exclusive interviews with organizational leaders, who have potential for media coverage
- Keep the company website updated for facility of logging and downloading □ Open a media query portal to receive and reply media men's queries
- Deal with public controversies, when they arise and counter false rumours, by providing timely contradictions and clarifications to media
- Have a crisis management plan for media relations, whenever an organization is faced with one.

ASSESS YOUR PROGRESS

1. Define media relations.
2. Discuss some of the benefits of media relations.
3. How is public relations beneficial to the media?

11.4 TOOLS AND TECHNIQUES OF MEDIA RELATIONS

There are several tools and techniques which media relations professionals can use in order to build networks and maintain relationship with media persons. Let us discuss some of them.

Targeted Media List

It is a list which includes the names and contact details of all media organizations and media persons who cover the organization, the concerned industry or area of business. Such a list is a compulsory item in a media relations officer's kitty. In order to receive appropriate public

relations impact, publications and journalists who matter need to be targeted. Therefore, a well thought out and updated list of targeted media persons is a very essential media relations tool for any organization.

Media Advisories / Media Alerts

These are brief, one-page, written notices designed to alert the media of an upcoming news event, such as a news conference. Advisories include details of what the activity is all about - the who, what, where, when and why. It could also include examples of what visuals will be available for photographs and video. Advisories are generally sent via fax or email two or three days before an event and followed with a phone call on the day or previous day of the event.

Press Releases / News Releases

Press Releases or News Releases are notices put out by organizations, written like news stories but from the organization's perspective, for inclusion in the media. They offer more information than media advisories and reach more contacts in less time than phone calls. Generally press releases are of three types – announcements, issue-based releases and image-building releases. A news release may precede a news event that an organization wants covered, or may be used in isolation to make a certain announcement without inviting the media to cover the event. At other times, it is released as part of a press conference. Normally, the length of a news release ranges from one to two pages. It is advisable to send out a release only when there is some real news.

Fact Sheets

Fact sheets are brief documents which apart from the basic who, what, when, where and why of the campaign or event include key facts, statistics, dates and milestones and an overall snapshot for readers.

News Conferences/ Press Conferences

These are events organized by institutions/ organizations to get media coverage when they have a visual story or need to get information out to all media sources at once. The media are alerted of a news conference by sending out a media advisory two to three days prior to the event and followed-up with a phone call to confirm whether the information was received by the correct person and at the same time remind them to attend the event. The press conference is addressed by the spokesperson(s) chosen by the organization for the event. It could be the CEO, President or PRO as the case may be and they are also available for one-on-one interview with the media persons after the event. Media kits are handed out to the media persons during the event. This kit includes everything that a news reporter would need in order to file a news story based on the event. It includes the event agenda, news release, fact sheet, contact sheet with speakers' names, titles and organizations and a brief backgrounder on the program apart from a note pad and pen. At times it also includes gifts or mementos for the media persons. Media kits can also be sent to those reporters who were unable to attend your event. This encourages media persons to file a report even if they have not attended the event themselves. News conferences are generally held in locations that are easily accessible to the media and offers adequate electrical, audio and visual access to the reporters for proper coverage of the event. It is generally followed by tea or lunch depending on the timing of the event.

Photo-ops (photograph opportunity)

It is an opportunity to take a memorable and effective photograph of a politician, a celebrity, or a notable event. Organizations can create such opportunities for the press to come and take photos and shoot videos when there may not be much of a story there, but just an opportunity to make it to the newspaper pages. Sometimes separate photo-ops are organized as peripheral to a news conference or notable event. Radio and TV Talk

Shows Radio and TV talk shows often prove to be good platforms for presenting the organization or issues and concerns of interest to the community. The important thing is to identify the most appropriate programs for reaching the intended audience. Further, one has to effectively network with the concerned channel to place a spokesperson on a talk show. This is usually done by sending a pitch letter to the concerned producer explaining why the issue is important to listeners and viewers and how it could benefit the channel and the programme. Such requests need to be submitted a few months in advance as talk shows often require significant lead time.

Letters to the Editor

This is another simple way of increasing visibility for the organization in the media or drawing attention of the public to the concerned issue. Letters should be well-written, succinct and to the point. Generally, 711-100 words is the maximum length recommended. Articles and Features News is not the only way to reach out to people. Another simpler and often more interest generating way is publication of features and articles. As most newspapers have spaces allotted for such soft news pieces, particularly in the weekend or other topic based supplements, Public Relations or Media Relations personnel can themselves write articles and features on the issue and send it for publication. They are generally welcome in any newspaper if they are well-written and interesting. The organization can also engage other writers or experts in the field to write on the issue (on request or payment) and get them published in the newspapers.

Op-Eds (opposite the editorial page)

Op-ed pieces are written in a news article format, but in an opinionated fashion, outlining the organization's persuasive points and solutions to issues, and citing necessary statistics and facts as back up to the opinions and arguments cited. Op-Eds are submitted to the Editorial Page Editor of a newspaper. As in the case of a letter to the editor, an op-ed piece also

provides one with a format to react to an issue, state a fact or express an opinion. The maximum length of the op-eds is generally 400 to 600 words.

Editorial Board Briefings

Yet another way to boost media relations is to directly take up the concerned issue with the editorial board of the media houses and seek their support. Here, key members from the organization seeking media coverage on a certain issue sit down with the editorial board of a targeted newspaper or TV channel and discuss the matter at hand and encourage them to take up the issue in the newspaper by stressing its relevance. In order to arrange for an editorial board briefing initially a letter of request can be written to the editorial page editor and subsequently followed up with phone calls.

Press tours/ Facility visits

Conducting press tours or facility visits can be very potent opportunities for building contacts with media persons. Here representative members of the press are invited to join the management on a visit to the factory/ manufacturing unit or facilities created/ supported/ sponsored by them or to any place where the 'news happens'. Having visited and seen with their own eyes, the reporters file official reports to their organization and the story is carried in the media.

Follow-Up and Monitoring Efforts

Finally, in spite of everything, if the efforts are not monitored and follow-ups not done, then it might be difficult to achieve results as expected. Follow-up and monitoring is an important part of any media relations campaign. Distributing the materials is merely initiating. But it is also important to keep the issue alive by writing letters to columnists and responding to articles and editorials. Follow-up calls also need to be made on time to ensure that the news release or op-ed lands in the right hands.

To track successful media placements it is advisable to use the services of professional media tracking services in the region.

ASSESS YOUR PROGRESS

1. Write short notes on the following:
 - a. Media advisories
 - b. Press tour
 - c. News conference
 - d. Fact sheets
 - e. Photo-ops
2. Explain how editorial board discussions help enhance media relations.
3. Explain why is follow up essential in media relations?

11.5 ESSENTIALS OF GOOD MEDIA RELATIONS

Media Relations is a very tricky job. Good media relations are always very rewarding. However, the lures of successful media relations often tempt media relations professionals to give ethical and moral considerations a pass. It is very easy to choose short cuts for achieving short term goals. But, if media relations need to endure and the good name of the organization is to be maintained, then one must be very careful where one treads. Here are some of the points to be kept in mind for maintaining good, healthy and dignified media relations.

- It is essential to remember that media persons work on a number of stories every day and that too with the pressure of meeting deadlines. So, it is most important to provide them with news stories and materials in a form that suits them best and fulfils their needs - accurate, on-time and ready-to-publish.
- Honesty is not just a must-have policy in media relations, but actually dishonesty can be suicidal to the relationship. If one needs

to build good media relations, first and foremost one must build trust. And trust can be built only with honesty and openness as this is highly appreciated. Whether good or bad, everything should be honestly communicated to the media and their support sought. Manipulation does not help achieve anything; rather it leads one to lose the trust when the manipulation is unearthed.

- When information is shared it should always be shared in full without withholding any details. Preferably, arguments both for and against an issue should be shared in order to project a perspective. This increases transparency and ensures trust.
- As it is important for media persons to safeguard the identity of their sources, so PR professionals also need to keep the confidence of media persons. Particularly when a reporter is chasing a ‘scoop’, it is necessary that the PR persons extend sufficient cooperation so that their (media person’s) exclusivity is safeguarded.
- Many media relations professionals often try to plant stories in the media or get certain stories killed. This is totally unethical and undignified. Media relations should be maintained in order to enhance the reputation of one’s own organization but never at the cost of inconvenience to others.
- At times errors are found in the reportage of an event by media persons. Sometimes the mistakes are minor and at other times they are major putting organization at disrepute or disadvantage because of the wrong information provided in the report. Minor errors can be ignored but one should never overlook the matter when major corrections are required.
- When an organization wants to spread some information, it is important to spread information evenly without playing favourites. Leaving some out may earn media men’s wrath endangering one’s future prospects.
- Media relations persons should avoid bragging and boasting, until there are enough facts to support it. It is more important to show

performances rather than simply talking about it. Actions speak louder than words.

- It is not always necessary that whatever event an organization conducts or whatever news one releases to the media must be picked up. So one should not resent it if a story is not picked up and instead try harder next time to improve one's media relations as well as the newsworthiness of the events.

ASSESS YOUR PROGRESS

1. Why is honesty important in media relations?
2. What should a media relations officer do if he finds out that a news report about their organization has carried some wrong information?

11.6 ORGANISING PRESS CONFERENCES

Press Conferences are one of the major tools of media relations. You need to pay attention to the following points before conducting a press conference-

- a. Ascertain the objectives- You need to clearly ascertain the objectives to fulfil which you decided to conduct the press conference. There may be a lot of topics to talk about but sticking to one or two points is more effective in grabbing the audience's attention in your desired direction.
- b. Decide your key speakers- The persons who will address the media professionals should be chosen beforehand. People who are experienced with speaking to the media persons may be given priority. Too many speakers addressing the conference may lead to cacophony and confusion, therefore it is better to choose one or two people at most. There may also be a moderator to control the whole conference and see that the speakers do not go off-topic.

- c. Be prepared with a list of questions- There may be a speculation about the question that media persons may ask the speakers. It is advisable to prepare a list of probable questions and be ready with their answers in order to avoid abrupt or inadequate answers.
- d. Right time and location- To ensure utmost effectiveness of a press conference, it is crucial to choose the right time and location. Media houses should be informed beforehand to give them time to arrange for people- reporters, correspondence, photographers, camera persons etc. The location could be a place near which major media houses are situated. It should have proper lighting and be free from outside noise.
- e. Decide the time frame- A pre-decided schedule will help in saving time. Also a haphazard conference may make reporters lose their interest in the conference.

11.7 WRITING PRESS RELEASES

In its day to day functioning, an organization generates some information of public interest. To share such information, organization often use the medium of press releases. A press release is a written document, usually of one page, in which information about an organization is product or its event is given to the media. The press release is written in third person for media in ready to publish format. After an organization sends its press release to the media, the discretion to whether publish it or not remains with the newspaper/magazine depending upon the newsworthiness of the press release. Therefore a press release has to compete with other news items to get a space on newspapers or other relevant forms of print media.

Components of a press release:

- a. **A strong headline:** A headline is the first thing about your press release that will decide whether your press release will be published or not. A strong headline also ensures that readers will pay attention to your message. It should be brief yet impactful. You

should be careful with your choice of words and include key points with the most important information in the headline of your press release.

- b. **Sub headline:** The sub headline should further describe the headline in brief.
- c. **Dateline:** The dateline consist of the date and name of the city from where the press release is issued.
- d. **Body:** The purpose of writing a press release is to give out information. Therefore the body of a press release should be informative and to the point. It should be precise and written in a simple language to avoid ambiguity. The first paragraph of the body, also known as lead should be written with the most important part of the message. It should not contain more than 30 words. It is like pitching your message to readers in one sentence. It should contain the five Ws and one H- what, why , where, when, who and how. The next paragraphs should contain further details of the information you are trying to deliver.
- e. **Company related information:** After the main content of the press release is written, a section including the details of the company must be added. Describe your company, its objective and policies in a paragraph to give readers an idea about what your company does.
- f. **Contact information:** On reading your press release, the media personnel may feel the need to contact you for some additional information or confirmation of a matter. For this, you should always include your contact information

Some Tips to Write a Press Release

- a. Correct grammar and appropriate word usage will convey the message effectively and shall leave a positive impression in the mind of the reader.

- b. Proofreading carefully is necessary as it will ensure that the message flows effectively making it interesting for the readers.
- c. Keep the press release crisp and short.
- d. Jargons and terminologies should be avoided as readers may lose interest in reading if they cannot understand the message.
- e. If you cite a fact or statistical data in you press release, do a proper fact check before sending it to the media houses.

11.8 SUMMING UP

Media has become an integral part of our society today. It is a very powerful source of information which has the ability to reach large numbers of people at once As such for any organization which wants to reach out to the people at large, it is only natural that media becomes a prime choice as an interface for communicating with the masses. Media relations has many benefits- It complements as well as takes forward other communication efforts of an organization. There are several tools and techniques which media relations - Targeted Media List, Media Advisories / Media Alerts, Press Releases / News Releases, Fact Sheets, News Conferences/ Press Conferences, Photo-ops, Radio and TV Talk Shows, Letters to the Editor, Articles and Features, Op-Eds, Editorial Board Briefings, Press tours/ Facility visits, Follow-Up and Monitoring Efforts.

11.9 QUESTIONS

1. What do you mean by media relations? What is the significance of media relations in the present day context?
2. Media and public relations share a symbiotic relationship. Discuss.
3. Discuss the different tools and techniques of media relations.
4. Discuss the importance of ethics in media relations.

11.10 RECOMMENDED READINGS

- Jethwaney, Jaishri (2010), Corporate Communication – Principles and Practice, Oxford University Press.
- Sachdeva, Iqbal S., (2009), Public Relations – Principles and Practice, Oxford University Press.

MODULE IV: PUBLIC RELATIONS AND SOCIETY

UNIT 12: COMMUNITY RELATIONS AND CORPORATE SOCIAL RESPONSIBILITY

UNIT STRUCTURE

12.1 Introduction

12.2 Objectives

12.3 Community Relations

12.3.1 Need For Community Relations

12.3.2 Objectives Of Community Relations

12.3.3 Techniques Of Maintaining Community Relations

12.4 Corporate Social Responsibility

12.5 Summing Up

12.6 Questions

12.7 Recommended Readings

12.1 INTRODUCTION

In the last unit we discussed media relations. In this unit we will discuss the maintenance of relationship with an important stakeholder–community. Here we will discuss the meaning and importance of community relations. Also we will talk about the concept of community, the importance of corporate social responsibility and the different media which can be used for maintaining community relations.

12.2 OBJECTIVES

After completing this Unit the learners will be able to

- explain the concept of community relations
- elaborate on the objectives of community relations
- enumerate the different media of community relations.

12.3 COMMUNITY RELATIONS

Another very important aspect of public relation for any organization is its community relations and maintaining good community relations is very essential for any organization. H. Frazier Moore and Frank B. Kalupa define community as ‘a group of people who live in the same place, share the same government, and have a common cultural and historical heritage.’

The basis of community relations lies in the understanding that the people who live in a community and the institutions that serve them are mutually dependent. While the people who live in the community depend on various institutions for the fulfilment of its various needs, the institutions can exist in the society only with the consent and support of the people. The society can actually make or mar the chances of success for an organization. For instance, people living in the society need various institutions for serving different needs – educational institutions for education, hospitals for medical needs, retail stores for buying their day-to-day necessities etc. Similarly, one can open a school, but it cannot run unless the people living in the society send their children to study in that school. Therefore, an organization's relationship with its neighbours and community is crucial to the growth and prosperity of the organization. Not only does the society provide the customer base for the goods and services manufactured and marketed by an organization, but it serves the organization in many other ways too.

Organizations draw their necessary workforce from the community. The vendors who provide the necessary materials and services for the organization to run also come from the community. Similarly, investors willing to finance the organization can also emerge from within the community itself. At the same time if the community is angered or anguished, it even has the potential to create hurdles in the smooth functioning of an institution. Therefore, it is necessary to maintain a cordial and mutually complementary relationship with the community in the interest of the organization.

Smart organizations very well understand that business cannot operate in isolation from society and that business must also result in the larger good of society. Therefore, most organizations today essentially have a social mission as part of their business vision. Many organizations have a policy for what is termed as corporate social responsibility (CSR). Philip Kotler and Nancy Lee define CSR as ‘a commitment to improve community well-being through discretionary business practices and contributions of corporate resources’ CSR is about how companies manage their business processes to produce an overall positive impact on society. According to the definition given by the World Business Council for Sustainable Development, “CSR is the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as the local community and society at large.”

Here are some of the ways in which a business can carry out its responsibility towards society:

- Businesses can have a policy for employing people from the community as far as possible and providing them secure employment, reasonable wages and financial benefits.
- Organizations can procure the necessary goods and services from the local suppliers without of course compromising on quality or affecting the quality of the output.
- Organizations should ensure that they pay taxes honestly as in this way they can help to maintain local government
- Business can donate generously towards local public funds or contribute towards building public infrastructure like schools, hospitals, parks, toilets and other facilities for community use.
- Play the role of a good citizen by aiding the community whenever necessary, particularly during crisis.

12.3.1 NEED FOR COMMUNITY RELATIONS

Since an organisation and the community residing around it are interdependent on each other, community relations are very important for both the parties. Factors like social compulsions and growing awareness levels in the community has also led to corporations' acceptance of obligation to maintain proper community relations.

While a community may be benefitted by community relations through job opportunities and aids or schemes to sustain basic amenities like health, education, infrastructure etc., there are several ways in which corporations benefit from maintaining community relations-

- a. **Image building-** Community relations help in giving the organisation a good name or reputation. An organisation that contributes to the wellbeing of a community shall also have a better image. When a good image is created, it helps not only in increasing sales of the organisation but also helps in risk management while crisis.
- b. **Customer loyalty-** An organisation investing in the betterment of the community achieves long term customer loyalty. Customers are more drawn towards responsible organisations.
- c. **Attracting and retention of employees-** Due to the good image created through community relations, it is easier for such organisations to attract a talented pool of employees and retain them for a long period.
- d. **Brand recognition-** Community relations helps in creating awareness about the corporations brand. For example- If Colgate organises a dental health campaign, it will showcase its logo or brand name in posters and banners. Such activities indirectly help in creation of brand awareness.

12.3.2 OBJECTIVES OF COMMUNITY RELATIONS

Only doing one's part for the society is not enough. Much of the efforts put into CSR activities will go waste if the community cannot be made aware of such activities. A good community relations plan is also essential for effective community relations so that the lines of communication between the organization and the community remain open. Understanding the objectives of community relations will help one prepare an effective plan. Some of the common objectives of community relations are as follows:

- Disseminate necessary information to the community regarding various corporate operations concerning employment, education, public health, and the initiatives taken towards the uplift of living standards of the community.
- Identify the opinion leaders amongst the employees and involve them in various CSR activities, so that they spread the information to a larger group of people.
- Monitor from time to time the attitudes of the community leaders towards the organization and make attempts to change their attitudes when deemed necessary.
- Build a relationship of trust with the community leaders and other functionaries of the neighbouring organizations and create a stage for mutual exchange of ideas.
- Keep a watch on the activities of the pressure groups so that attacks can be forestalled in time.
- Project the organization to the community in a positive light as a responsible member and well-wisher of the community.
- Project the organization as a good employer in the employment market.
- Develop a well thought out communication programme to keep the community informed about the company's activities and get credit for the efforts.

12.3.3 TECHNIQUES OF MAINTAINING COMMUNITY RELATIONS

There are many different media which can be used for community relations. Some of them are discussed below:

Advertising: Advertising, particularly corporate advertising or institutional advertising is a very useful media for community relations. Through corporate advertising, organizations can generate the necessary publicity about different CSR initiatives taken up by the organization and thereby draw the attention of the community towards the good work done by them.

Open House: These are occasions which can act as a very good interface for the organizational management and the community to interact with each other and understand each other. Organizations can declare certain days of the year (for example, during certain festive occasions or on national holidays) as open days and invite the employees and their families, and people from the community to have a fun-filled day hosted by the management and the organization can use this event as a platform where they can initiate discussions for the community to understand the organization and its policies better.

Sponsorships: This is one of the most widely used means of community relations. By sponsoring or supporting community activities, events or public utilities the organization can earn the goodwill of the community and at the same time remind the wider audience of its presence. Organizations can also sponsor the education of the needy and talented youth, support the local sports clubs, libraries, drinking water facilities, ambulance services, colleges festivals etc.

Conducted tours: The organization can also arrange for representative members of the community, particularly opinion leaders to take a tour of the organizational facilities, its manufacturing units, resources and

facilities supported or created by the organization for the benefit of the community.

Contribution to funds: By contributing to public funds like local MLA fund, relief funds etc., organizations can play the role of a good corporate citizen and earn the goodwill of the community.

House journals: The house journal is actually an in-house publication of the organization meant for internal circulation. But the same house journal can also become an important medium of community relations. For instance issues of the house journal which carry news about CSR activities of the organization or achievements in terms of community initiatives can be also distributed amongst members of the community, particularly opinion leaders. Copies can also be sent to the local libraries, schools and colleges and even to doctors who can keep it in the patient's waiting area.

Media Relations: Good media relations can also help in maintaining community relations as media would pick up interesting stories on community initiatives and take these stories to the public in their own way.

ASSESS YOUR PROGRESS

1. What do you understand by the term community?
2. Why are community relations important for an organization?
3. How can an organization benefit from the community?
4. What are the objectives of community relation?
5. Discuss different media of community relations?

12.4 CORPORATE SOCIAL RESPONSIBILITY

Business are no longer performing mere business functions. Today, they are also obliged to have a social dimension to give back to the society. Corporate Social Responsibility is an approach wherein organisations

contribute to the sustainable development of all its stakeholders through economic, social and environmental benefits.

According to United Nations Industrial Development organisation, “Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.”

Some of the key issues that corporations take up in their Corporate Social Responsibility programmes are-

- Human rights
- Labour standards
- Gender equality
- Health and sanitation
- Environmental degradation etc.

Case study

Unilever

Unilever has an exemplary record in terms of success in Corporate Social Responsibility. The British- Dutch multinational company started a 10-year sustainable living plan in 2010. This plan has three goals-

- i. To improve the health and well-being of the company’s consumers.
- ii. To reduce the company’s negative impact on environment
- iii. Livelihood enhancement of millions of people across the globe.

By the end of 2017, Unilever reached around 601 million people through its programmes on hand washing, safe drinking water, sanitation and oral health. The organisation has also been successful in reduction of greenhouse gases, water and waste impacts across their value chain- from the sources of raw materials to manufacturing, operations and customers. With respect to the organisation’s third goal, it has made steady progress in terms of opportunities for women, as in 2017, 47 percent of its managers were female. Unilever has also continued to work on fair compensation

and has also encouraged inclusive business by improving agricultural practices among 71 lakh small holder farmers.

12.5 SUMMING UP

The basis of community relations lies in the understanding that the people who live in a community and the institutions that serve them are mutually dependent. Smart organizations understand that business cannot operate in isolation from society and that business must also result in the larger good of society. CSR can be defined as ‘a commitment to improve community well-being through discretionary business practices and contributions of corporate resources. There are many different media which can be used for community relations – Advertising, Open House, Sponsorships, Conducted tours, Contribution to funds, House journals, Media Relations

12.6 QUESTIONS

1. What is corporate social responsibility?
2. Discuss the role of community relations in the context of corporate social responsibility.
3. What are the different techniques of maintaining of community relations? Discuss with examples.

12.7 RECOMMENDED READINGS

- Jethwaney, Jaishri (2010). Corporate Communication – Principles and Practice, Oxford University Press.
- Sachdeva, Iqbal S., (2009). Public Relations – Principles and Practice. Oxford University Press

UNIT 13: PR AND CRISIS MANAGEMENT

UNIT STRUCTURE

13.1. Introduction

13.2. Objectives

13.3. Defining Crisis

13.4. Types Of Crisis

13.5. Role Of PR In Crisis Management And Communication

13.5.1. The Wormy Controversy: Cadbury

13.6. Preparing a Crisis Management Plan

13. 7. Summing Up

13.8. Questions

13.9. Recommended Readings

13.1 INTRODUCTION

The unit introduces you to the basic concepts and the idea of crisis. The purpose of this unit is to help understand the students about the role and responsibility of PR in crisis management. We will also discuss how to prepare a crisis management plan.

13.2 OBJECTIVES

The objectives behind designing this unit are:

- To help you understand the concept and types of crisis
- To enable you to know about the role of PR in crisis management and communications
- To give you a detailed information about the preparation of a crisis management plan

13.3 DEFINING CRISIS

A crisis is a state of uncertainty, unpredictability or danger, as in political, social or international event or happening, directing to a determining and final change.

Crisis management is the undertaking or a procedure by which an organization dispenses with a crucial and considerable uncertain or unforeseeable occurrence that intimidate to distress and damage the organization, its shareholders, collaborator, colleague, partners, associate, participant, contributor, and team members, or the general public. It is the recognition of warning to an organization and its stakeholders, and the technique or modus used by the organization to dispense with these threats. It is the implementation of approach and plan outline to help an organization to deal with an unexpected or unforeseen and notable negative occurrence or happening. A crisis can happen or arise as a result of an unsure circumstance or it can be the undertaking of a task that has potentially negative results.

Crises comprise of three elements:

- i) an intimidating remark or warning to the organization
- ii) the component of surprise and
- iii) very little time for decision making.

Crisis is a process of transformation where the old system can no longer be maintained. Therefore the fourth described quality is the requirement for change. If change is not required, the happening could more precisely be narrated as a collapse or incident. It is the regulation or control inside the wide surroundings of management comprised of expertise and ability and proficiency needed to recognize, evaluate, interpret and manage with a significant state or condition, mainly from the moment it first happen to the end that healing strategy and mechanism begin.

Nwosu (1996:106) views crisis as “any incident, happening, matter, affair, occurrence or condition that could be narrated as a turn-off for superior or for inferior, observed in this way, one can see that crisis has both positive and negative bearing and result as a change factor or representative in an organizational management”. Crisis is one great potency that can root change in any organization; it is a desirable page in any organization history. This means there is no comprehensible exit of the idea or notion of crisis in an organization.

Common Crisis Characteristics:

- The condition happens or occur suddenly or surprising
- Resolutions are needed seriously
- Time is short-term
- Particular warning are recognized
- Acute harm or injury for data are received
- There is a feeling of a lack of control
- Force assemble over time
- Regime business progressively trouble
- An attempt is made to identify someone to blame
- Reputation hurt
- Communications are highly tough and hard to direct
- Disorder in dealing with communication
- Omnipresent media

13.4 TYPES OF CRISIS

Crisis is of divergent types and essence and implicit various responses and thereby different means of its management. The following are the major types of Crisis:

i. Financial Crisis

When the business is strike with the crisis financially then financial crisis takes place. When a business is not having sufficient funds to pay its

charge such as paying dividends, making repayments of loans, interest etc it is an example of financial crisis. When due to the absence of responsibility or liability the business loses consumers' trust among other state or condition or when the business sustains losses over significant periods of time financial crisis appears. This crisis is lifted by deploying necessary funds as a short-term solution and in taking main financial decisions such as restructuring, changing business operations etc as long-term solutions.

ii. Accident and Natural Events:

Whether it is an earthquake, flood, fire, typhoon, hurricane, blizzard or some other disaster an accident and natural occurrence of horrific and unexpected huge destruction can affect unpredicted. The collision of accidents and natural events can also be perceived or detected indirectly such as a shatter in supply chain linkages.

iii. Health and Environmental Disasters:

Some health and environmental calamity though not certainly or automatically created by a company are directly associated with it. The company is accountable or is recognized to be accountable to dispense with it. Some unfortunate mishap such as in the Bhopal Gas Tragedy in 1984 is costly to fix and cause real harm to the people.

iv. Technological Breakdowns:

In the operating and running of an organization, a failure in technology cannot be stopped. As businesses become more dependent on computers to communicate, store information, conduct research, buy and sell the calamity prospective of technological breakdown grows.

v. Crisis of Malevolence

There are always challenges in business. The challenge is to gain or win something by defeating or establishing superiority over others. A crisis that occurs as a consequence of the uttermost strategy employed by a competitor or a wrongdoer to decay the business is known as a crisis of malevolence. These crises comprise those which are generated by hacking into a company's server, tampering with their products etc. The measures

involve finding the source and minimizing the harm as soon as manageable with identifying who executed or committed the crisis.

vi. Economic and Market Forces:

All businesses need to hop up and down the economic cycle and go through phases like Down phases are especially threatening for companies with fixed high costs, such as heavy investments in plants and equipment.

vii. Employees:

To get things ready and finished all the companies rely on people. With a considerable requirement for speed and adaptability employees are being appointed substantial care over a resolution or commitment. An employee acting without close administration or discussion may put the organization into crisis.

Discussed above are some of the types of a crisis which a business or a company may beyond usual situation confront. For holding and approaching crisis there are various ways and methods and it is vital and essential that such steps are taken without any delay to protect and safeguard the extent existing and survival of the business. Crisis management is the ability and it needs personal qualities to be conveyed out well organized.

13.5 ROLE OF PR IN CRISIS MANAGEMENT AND COMMUNICATION

Public relation is defined as a distinctive management function that utilizes communication to help relationships with key publics.

Public relations play a crucial part between an organization and its public. Its execution direct at initiating a two-way communication, attempting usual ground or expanse of mutual interest and instituting comprehension build on knowledge, truth, and full information. It is that necessary span that encourages collaboration and apprehension. With growing potency, the civil society is not submissive but preferably it is active in the event or incidents that disturb or worry them. Likewise, organizations are more

socially accountable in their business commitment in reference to public opinion.

No matter how affected a company or an organization, they are conscious that they are required to assemble and construct relationships which are dependable with the publics. Moreover, it is certain that although the business or an organization tries hard to forecast its image, there emerge instances when the crisis evolves and frighten and intimidate the very foundation of the organization concerned.

The management and control of prosperous public relations have three steps to settle any crisis which are

- i) pre-crisis,
- ii) during a crisis, and
- iii) post a crisis.

i) **PRE-CRISIS PHASE**– Prevention and Preparation are apprehensive in the pre-crisis phase. Prevention requires attempting to lessen known risks that could conduct a crisis. This is part of an Organization’s risk management program. Preparation necessitates generating the crisis management idea, determining and instructing the crisis management team, and controlling and directing exercises to test the Crisis management idea and crisis management, team.

ii) **CRISIS RESPONSE**– Whatever the management of a company or an organization does and speaks after the crisis strike or thrash is the response to the crisis. By serving and helping to enlarge and advance the messages that are dispatch to the diverse public, public relation plays a vital role in the crisis response. A considerable deal of research has inspected the crisis response. Such research has been categorized into two sections namely firstly the initial crisis response and secondly reputation repair and behavioral intentions.

iii) **POST-CRISIS PHASE**– When the organization or the business is restoring back to the business, as usual, it is the post-crisis phase. There no longer exists the crisis.

Every organization is endangered to some crisis. Using efficient, public relations can stop a condemnatory state or condition from developing in unrepairable damage to the business's name, reputation, and consideration. Therefore, successful communication is an important part of trying to command state or condition. It is the accountability of the company or organization to supply information about what is happening, the result it will have to the innumerable publics, and what the company is planning to do to settle the condition.

13.5.1. THE WORMY CONTROVERSY: CADBURY

RISE OF THE CONTROVERSY:

Uttam Khobragade state FDA Commissioner said a group of people came to him with chocolates which had worms. From a shop 'Pick and Pay', Vile Parle Sebastian Khobragade had brought Cadbury Daily Milk where he witnessed worms in the chocolates. He complained about this to the shopkeeper who later informed the vice president, Pravin Marve. FDA was contacted by Marve the vice president and a sample was given to FDA. Joint Commissioner of FDA Hindurao Salunkhe said that Cadbury's Talegaon plant will also be investigated.

EFFECTS OF THE CONTROVERSY ON CADBURY:

After worms were found in Mumbai the State Food and Drug Administration has directed of Cadbury's Dairy Milk chocolate from all over Maharashtra. Inadequate and careless storage practices by distributors and retailers had lead to the formation of the worms. Festival season sales (Cadbury sells almost 1,000 tons of chocolates during Diwali) plummeted 30 percent.

ROLE PLAYED BY THE PR:

- **Not Denying The Fact-** A clean chit was given to the company's plants in the state by the Maharashtra Food and Drug

Administration. Telling the consumers about the inappropriate storage of the chocolates. Cadbury's mild-mannered Managing Director Bharat Puri went to the media houses and offices all around the country.

- **Taking Precautions-** A project name Vishwas, a retail education programme to cause and create understanding and providing help and support in enhancing the quality of storage 'Steps to ensure quality and regain the confidence'. Even for the smallest offering new double packaging, wrapped in aluminium foil and enclosed in a poly- flow pack which is sealed on all sides. Quality checks were also carried out by the company.
- **Gaining Back Trust-** PR played a crucial part in all communication relating to Cadbury's products and brands generated a campaign which was directed for both rational and emotional appeal
- **Benefits Of A Good Campaign-** The company rebound back soon after the campaign strike the screens. Between October 2003 and January 2004, Cadbury's share value fell from 73 percent to 69.4 percent. The recuperation began in May 2004 when Cadbury's value share went up to 71 percent.

13.6 PREPARING A CRISIS MANAGEMENT PLAN

Crisis Planning

The plan documents are the solution or the key to success.

- Evaluate risks
- Build ideas
- Define the duty, responsibility, and function
- Nominate team for managing crisis
- Draw up conveyance idea
- Assemble contact and company chart
- Encourage crisis organized culture

- Issue plans and direct training
- Test, analyze and exercise.

Crisis Management Team

Inside a business, the role of the Crisis Management Team (CMT) is a direct ahead process of management. It should:

- Initiate what has occurred
- Evaluate the effect
- Settle any dispute of interest
- Recognize and prioritize actions needed
- Keep power

Responsibilities of Crisis management team:

- Prevention and to be normal again.
- To reduce losses
- To encash any opportunities
- Survival
- A prosperous result (and they all must be trained to know how to cope with crisis state or condition)

Crisis Management Cycle

- Identification:** Identifying the nature of the crisis is the first stage of crisis management. Crisis can be classified into natural crisis, organizational crisis, misdeed crisis, deception crisis, workplace violence crisis, skewed values crisis, and the rumours crises. When any such crisis hit an organization or a company the reputation of the company is harm. And so it is important to identify the nature of the crisis.
- Preparation:** Preparing for the crisis is the second stage of crisis management. Preparation for the crisis is done by vulnerability evaluation which controls and regulate the current and possible areas of operational

and communications weakness. Communications and operational are the two kinds of crisis planning. Operational crisis planning is what we do, who does it and when it is done. Communications crisis planning is what we say, who says it and how do we get the messages out.

iii) Prevention: To prevent the crisis from happening is the third stage of crisis management. Crisis prevention is eventuated by anticipating and having a plan and by acknowledging instantly. Speaking the truth is a must and does not over talk. Undertake and manage responsibility.

iv) Response: Responding to the crisis is the fourth stage of managing crisis. Successful crisis response comprises of the setting of planning outlines. Response modules to be placed and pre-setting of activation protocols which mean clearing the channels of communications.

v) Recovery: Recovering from the crisis is the fifth and the last stage of management of crisis. Even in the middle of the crisis the company or the organization must be able to carry on with their business. At the same time, there must be planning as to how the organization will recover from the crisis and the damage caused to them. While perusing the goal the crises handling team must captivate in the plan for recovery.

Rules for Crisis Management

1. It is not justified if one is not being prepared for the crisis
2. The warning is to be known and must get prepared or ready for the crisis
3. If needed help can be taken from outside
4. Divide and conquer

FOUR STAGES OF CRISIS MANAGEMENT

i) **Compliance**— when there is sufficient awareness of what laws and regulations concern to the organization a successful system of compliance can be enlarged and evolve. For accomplishing this task a survey of all operations should be accepted to recognize the zone where the awareness

or attention is needed initiating a list of possible calamity state or condition and documenting the present attempt. Once the survey program has been initiated and executed, it must be examined and kept up to date.

In the direction of lessening vulnerability, the survey program is the first step. Secondly, there must be an arranged and assembled operation. All the levels of management must become a part of the program. This can be attained by assigning a senior manager to a position like the 'Director of the Crisis Management Program' who will have the authority and the power to top management and the boards of Directors. Composing and assembling an agenda for senior staff and board of director meetings that comprises a discussion of crisis management preparedness as an obligatory and compulsory. Constructing crisis management planning matters wedge of the strategic planning procedure. Communicating compliance passes through all levels of the organization through company policy and procedures.

ii) Preparedness-- Preparedness used in the wide surroundings means any and all actions taken to stop, arrange, answer, reduce and recuperate from a calamity. Preparedness composed of four critical features: Preparation and Prevention: These cite to any set of pursuit that stops a crisis, lessen the possibility of a crisis occurring, or lessening the harmful consequences of a calamity. Detection and Incident Classification: These incorporate efforts are taken to identify, evaluate and categorize the seriousness of a crisis. Response and Mitigation: These incorporate efforts are taken to save lives, reduce further harm and lessen the result and consequences of the crisis. Reentry and Recovery: These comprise of activity taken to get back to a normal or an even safer state or condition following the crisis.

iii) Training & Resource Development-- One of the censorious favourable elements that must be inscription if ample of response is to be attained is the training of the Crisis Management/Response Organization. Developing an arranging for successful training programs should consist of –

a) **TASK ANALYSIS:** The skills, knowledge, and procedures needed for designing integrated training programs should be adequate and the duty must be determined.

b.) **LESSON DEVELOPMENT:** Learning objectives are evolved from the skills, knowledge, and procedures expanded and advanced through task analysis. • Instructional plans are then prepared to support the learning objectives.

c.) **INSTRUCTION:** Lessons are comprehensively conferred utilizing suitable instructional procedures and techniques. Instruction may comprise speech, presentation, or group arbitrates command or directions, simulation, and team training

d.) **EVALUATION:** production quality and assessment standards and evaluation standard are evolved from the learning objectives. Each trainee's production is examined during the route and during field production trial.

iv) Information Management: Just because there is an end to the crisis management plan the crisis management operation and the activity does not come to a conclusion. In order to smoothen planning necessity, a record of all the steps taken should be kept. These data work to document the achievements, demands, dedication, and records associated with different program needs. The recognition of commitments in the zone of compliance, urgent preparedness and training is important. The formation of an explained data management system structure will safeguard that documentation will be accessible when necessary.

13.7 SUMMING UP

A crisis is a state of uncertainty, unpredictability or danger, as in political, social or international event or happening, directing to a determining and final change.

Crisis management is the undertaking or a procedure by which an organization dispenses with a crucial and considerable uncertain or unforeseeable occurrence that intimidate to distress and damage the organization, its shareholders, collaborator, colleague, partners, associate, participant, contributor, and team members, or the general public. Public relations play a crucial part between an organization and its public. Its execution direct at initiating a two-way communication, attempting usual ground or expanse of mutual interest and instituting comprehension build on knowledge, truth, and full information.

13.8 QUESTIONS

- i) What do you mean by crisis management?
- ii) Explain the four stages of crisis management.
- iii) What is a crisis management cycle?

13.9 RECOMMENDED READINGS

Bernays, E. L. (2014). *Public Relations*. Snowball Publishing.

UNIT 14: PR AGENCIES AND APEX BODIES

UNIT STRUCTURE

14.1 Introduction

14.2 Objectives

14.3 PR Agencies

14.3.1 Structure and Functions of PR Agency

14.4 Apex bodies

14.4.1 IPRA

14.4.2 PRSI

14.5 Summing up

14.6 Questions

14.7 Recommended Readings

14.1 INTRODUCTION

In the previous units, you learned about public relations and the kinds of tasks that constitutes it. In this unit, you will come in terms with Public Relations Agencies, its functions and structure. The apex bodies that govern the field of public relations shall also be discussed in this unit.

14.2 OBJECTIVES

After completing his unit, you shall be able to:

- Understand the concept of PR agencies
- Discuss the structure and functions of PR agencies
- Learn the role of apex bodies of public relations

14.3 PR AGENCIES

Most organizations take the help of PR agencies for the PR solutions even if they might have an in-house PR officer. The chosen PR agency functions in consultation with the PRO of the organization and other top managers to give public relations support to the organization as its public arm. It is a very professional organization which addresses the client's needs dispassionately.

In Public Relations – Principles and Practice, Iqbal S. Sachdeva has defined PR Agencies as follows:

A Public relations agency is a professional outfit, which functions independently for a fee or on a retainer basis for one or more client companies, to advice and counsel them on virtually all aspects of public relations – employee relations, media relations, marketing aspects and even public affairs.

By dint of the presence of people skilled in different aspects of Public Relations under a single roof, the PR agency is better placed in terms of skills, imagination and ingenuity to conceive and implement PR programmes than the in-house PR team. Also, being external to the organization, it is also able to give better, more objective and unbiased advice to the management on its PR policies from a third person angle unhesitatingly.

Some well-known PR agencies in India include Perfect Relations, Hanmer and Partners, Concept PR, Genesis Burson & Marsteller, Ogilvy PR, Good Relations, Approach Communication among others.

14.3.1 FUNCTIONS AND STRUCTURE OF A PR AGENCY

The functions of a PR agency as laid down by the Public Relations Society of America are as under:

- Assist the client organization in the establishment and definition of Public Relations goals and objectives.

- Counsel and guide the management with regard to actions and policies which affect public relations goals.
- Render support to the marketing programmes by strategizing and implementing product and process publicity, writing news releases, features, articles and opinion pieces and releasing them to the media houses, developing different audio-visual aids and ensuring media coverage when the need arises.
- Assist in stockholder and financial relations by developing annual, quarterly or interim reports for shareholders, facilitate special releases to financial news media and liaison with the professional investment community.
- Support employee and internal communication related activities like designing company publications, conducting information programmes for employees etc.
- Aid the PRO in planning and implementing community relations activities, counsel management on Corporate Social Responsibility policies, liaising with local news media etc.
- Counselling on Government relations at different levels and liaising with government agencies whose policies effect the operations of the client.
- Evaluation and analysis of the PR programmes, application and use of budget and attainment of objectives.

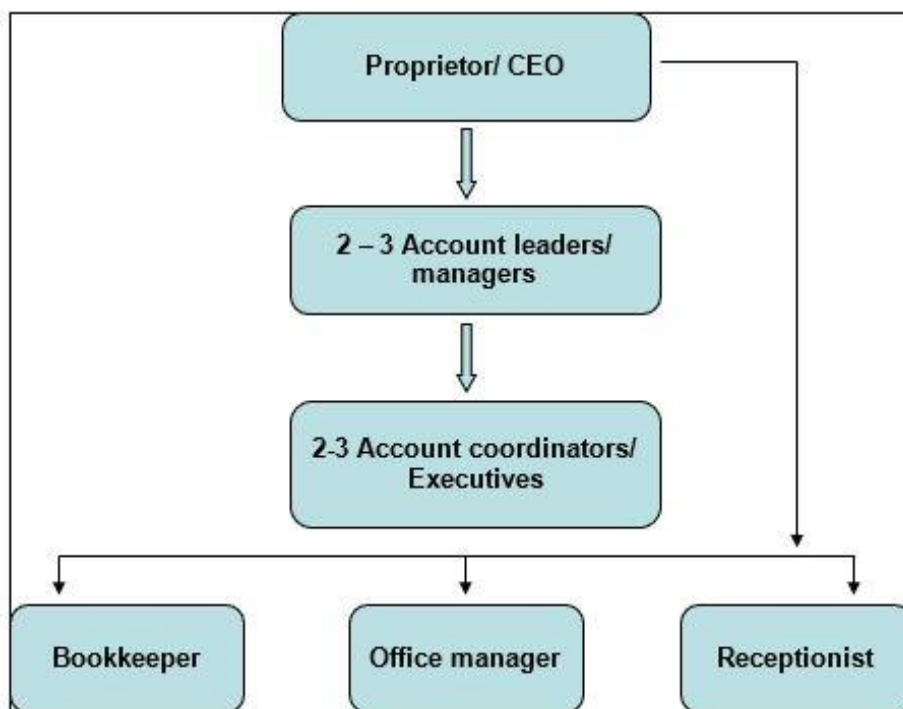
If we closely look into the organizational structure of different PR agencies, we can see that the structure does not subscribe to any set pattern. It differs from agency to agency depending on the size of its business and operations. On the basis of size PR agencies can be classified into:

- Big Agencies
- Medium sized Agencies

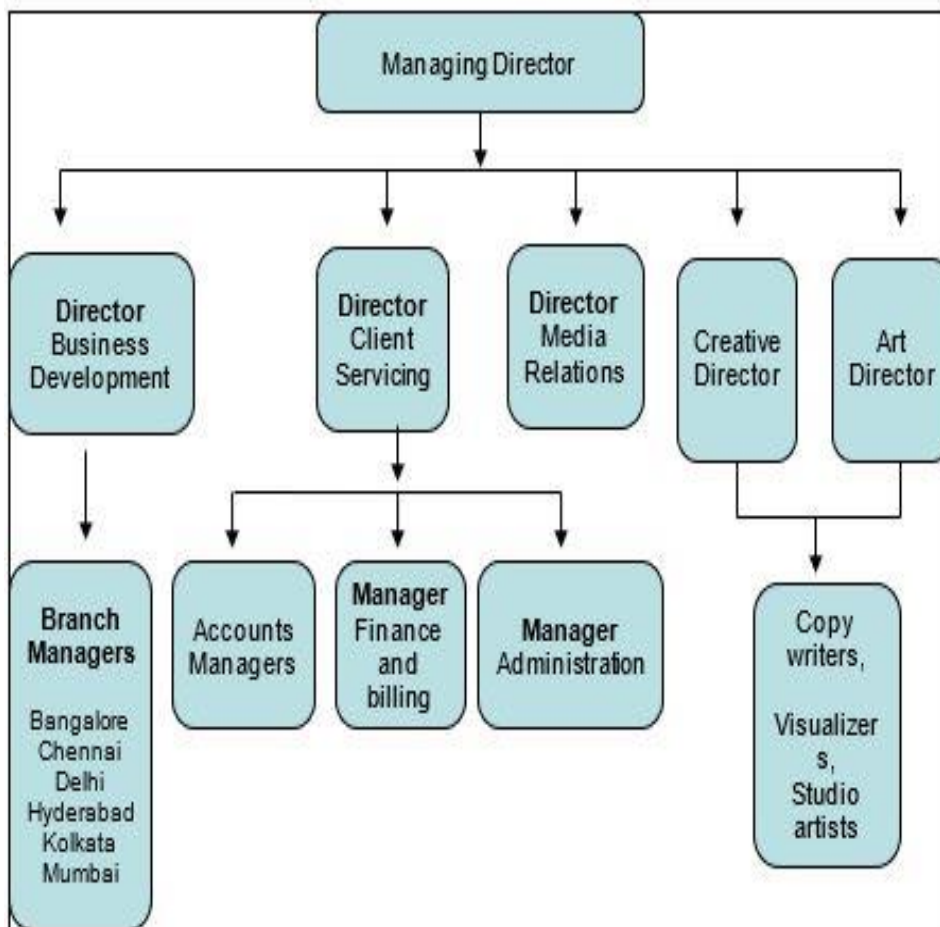
- Small Agencies

Most agencies start small and as business grows, so does manpower and accordingly changes in structure are incorporated. Small mini-sized agencies (often also called boutique agencies which handle only some specialized aspects of PR) can have as few as 8 to 10 people and big agencies can have manpower running into hundreds and its operations spread over several cities or even several countries.

The structure of a small agency would normally be very basic consisting of the proprietor/ proprietors, account leaders/ managers, account coordinators/ executives, bookkeeping person, office manager and/ or receptionist. A typical structure could look something like this:



In a larger agency, the specialization would be greater and each person can pay more attention to specialized jobs only. The typical structure of such an agency is given below.



(Source: Public Relations – Principles and Practices by Iqbal S. Sachdeva)

ASSESS YOUR PROGRESS

1. Define PR agency?

2. Name some PR agencies in India.

14.4 APEX BODIES

14.4.1 PRSI

The Public Relations Society of India (PRSI) is a national association of PR practitioners in the country. It was established in 1958 with the aim of promoting the recognition of public relations as a profession and with a view to formulate and interpret to the public the objectives and the potentialities of public relations as a strategic management function. The society is today recognized as the national PR organization by the International Public Relations Association. (IPRA)

Until the year 1966, the PRSI functioned as an informal body. In 1966 it was registered under the Indian Societies Act XXVI of 1961, and its headquarters was established in Mumbai. The father-figure of professional PR practitioners in India, Kali H. Mody, was the founder President of PRSI from 1966 to 1969. PRSI today have 30 chapters and 3000 strong membership.

The society mainly consists of members including Public relations practitioners from multinationals, Govt., public and private sector, academics and PR consultants. The PRSI is managed by the National Council, consisting of representatives elected by all the regional chapters.

There are following classes of members:

Members;

Life Members;

Associate Members;

Honorary Members; and

Student Members

In order to promote professional training, the regional chapters of the PRSI collaborate with universities and colleges and take up professional

programmes on public relations for students of management, PR, advertising, mass communication and journalism.

The society also regularly organize seminars, lectures and discussions on various facets of public relations. The First All India Public Relations Conference was organised in Delhi on April 21, 1968 based on the theme 'Professional Approach'. This was indeed a red letter day for public relations in our country, when a professional approach was given to public relations. In this conference, a professional Code of Ethics for PR profession was also adopted. In fact this day marked the beginning of professional public relations in India. Therefore, this day is celebrated all over the country as National public Relations Day.

The objective behind designating April 21 as National Public Relations Day is to focus attention on public relations function and public relations professionals in India.

14.4.2 IPRA

The International Public Relations Association (IPRA) is an international body of public relations professionals. It was formally established in London on May 1 1955.

The concept of establishing the association first took concrete shape in November 1949 during a meeting in London between two Dutch and four British public relations practitioners. The main objective of establishing such an association was to raise the standards of public relations practice in the various countries and improving the quality and efficiency of practitioners apart from the promotion of higher standards of ethical conduct in the practice of public relations.

The IPRA Council and its Board of Directors meet regularly to review the organisation's activities and future operations and to focus the attention of the membership on emerging issues in public relations practice. Every three years IPRA sponsors a World Public Relations Congress, which brings together practitioners from all sectors of the profession to assess the

latest standards and techniques of practice and to explore means of increasing co-operation.

In 1961 in Venice, the association adopted an IPRA Code of Conduct aimed at establishing accepted standards of professional ethics and behaviour in the field of public relations to be adhered to by all members of the Association worldwide. The IPRA Code has served as the inspiration and basis for similar codes of conduct adopted by many national public relations associations.

Later on with further enhancement this became the International Code of Ethics, informally known as the "Code of Athens" from the site of the meeting in 1965 where it was approved by the IPRA Council. Its principles have been inspired by the United Nations Declaration of Human Rights. The Code has been promoted widely and presented formally to numerous Heads of State.

IPRA is recognised as an international non-governmental organisation by the United Nations system and has been granted consultative status Category C by the Economic and Social Council (ECOSOC) and Category B by UNESCO. The latter entitles IPRA to participate in UNESCO funded programmes.

Today IPRA constitutes the most genuine international grouping of public relations practitioners worldwide, active not only in promoting exchange of information and co-operation in every sector of the profession, but also in building a programme of professional development opportunities and other initiatives aimed at enhancing the role of public relations in management and international affairs.

14.5 SUMMING UP

A Public relations agency is a professional outfit, which functions independently for a fee or on a retainership basis for one or more client companies, to advice and counsel them on virtually all aspects of public

relations – employee relations, media relations, marketing aspects and even public affairs. Some well-known PR agencies in India include Perfect Relations, Hanmer and Partners, Concept PR, Genesis Burson & Marsteller, Ogilvy PR, Good Relations, Approach Communication among others. The organizational structure of different PR agencies does not subscribe to any set pattern. It differs from agency to agency depending on the size of its business and operations. The Public Relations Society of India (PRSI) is a national association of PR practitioners in the country. It was established in 1958. The International Public Relations Association (IPRA) is an international body of public relations professionals. It was formally established in London on May 1 1955.

14.6 QUESTIONS

1. What is PRSI? Where is its headquarters located?
2. What is code of Athens?
3. What is the function of PR agencies?
4. Explain the structure of a public relations agency.

14.7 RECOMMENDED READINGS

1. Jethwaney, Jaishri (2010), Corporate Communication – Principles and Practice, Oxford University Press.
2. Sachdeva, Iqbal S., (2009), Public Relations – Principles and Practice, Oxford University Press
