

# **Study Guide**

# **PUBLIC RELATIONS**

**Block 1 – 9**

**Code No. 968**



**DEPARTMENT OF MASS COMMUNICATION  
ALLAMA IQBAL OPEN UNIVERSITY  
ISLAMABAD**

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## INTRODUCTION

Public relations is the combination of all the overt and covert strategies and efforts which could abridge the interests of an organisation and its public bring them closer to each other, develop a relationship of confidence between them and build a sense of reciprocal loyalty and trust. Through historians are still not sure about the exact inception of date of this discipline, but evidence and proofs in various forms verify the claim that public relations is as old as human socialisation. Indeed if one examines various aspects of public relations, he/she will not feel any hesitation to acknowledge public relations as the basis for structuring and development of social life of man.

We unconsciously practise public relations at home, office, street, mosque, Hujra and so on but as a planned and separate discipline public relations developed in the 20th century. Its importance is increasing by every passing day and it is hoped that in future it will be the best weapon for an industrial concern, political party or a nation to cope with all the odds. We can see the world throughout is busy in efforts to have a good image even at the cost of defaming others/competitors.

Keeping in view the importance of public relations the department of Mass Communication, Allama Iqbal Open University offers a half credit course on the subject "Public Relations" in its masters programme. The department has produced a study guide, luckily in your hand now, aiming to provide information in a precise form. For comprehensive details some good books have been suggested at the end of every unit of the guide. The study guide has been produced in such a way that I am sure, it will be enough for clearing concept of the students, however, they should not be contend with these materials and must go for study of the suggested readings.

The study guide in its nine units takes account of different aspects of public relations discipline. Unit one and two throw light on the evolution of public relations, explains the importance of this subject in today's life, especially, in crisis management. It also discusses the various concepts and tools of PR which will enable the students to avoid any misunderstanding of taking PR for any other relevant activity like publicity, press agency, advertising, propaganda, etc. In addition the unit briefly tells about the duties and qualities of PRO. The next unit (unit three) is about types of public relations, PR sets-up for official and non-official organisations, and public relations through corporate sponsorship. Unit four tells us about the genesis of public relations in Pakistan; PR environment in Pakistan. Unit five guides the students about the various steps involved in a public relations programme. This unit is very much practical. We hope it will enable the students to comprehend all the strategies; planning; measurements required for a successful PR programme. Unit six "persuasion" will enable the learners to know what is persuasion;

what are the ethics of persuasion and what a communicator is supposed to do for persuading his/her audience.

Ethics guide and regulate practitioners of a discipline, and activities/practices outside the frame of the ethics are violent and criminal. Public relations are also practised under a set code of ethics. This study guide in unit seven has highlighted code of PR ethics of developed countries like U.K, U.S.A. and France besides code of ethics formulated by International Public Relations Society. The unit also emphasises the need of code of ethics in Pakistan.

Going through the warm up stages the final stage of this guide is reserved for the production of public relations material. Unit eight and nine is about the various skills, techniques, and also theory required in producing PR tools like press release, handout, press note, backgrounder, press briefing, letters to editor, photographs, etc. It also provides guide lines for arranging press conferences, facility visits, exhibitions. It also tells about how to produce an in-house journal and how to lobby.

I hope the students will find this book one of the best contributing ever contributed to the public relations literature. It easy and interesting language will definitely fascinate the learners and also enable them to have a very clear idea about the topics. Best of luck.

(Syed Abdul Siraj)  
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Unit 1&2

# **Concept of Public Relations**

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## 1. OBJECTIVES

After studying this unit, you should be able to:

1. Know the genesis of public relations
2. Explain what is PR and how it is different from other public influencing activities.
3. Explain why public relations is considered to be essential for influencing public opinion and image building of an organisation.
4. Elaborate the various tools of Public Relations.
5. Explain the role of Public Relations department in a crisis situation for an organisation.
6. Elaborate the duties of a PRO.
7. Explain the qualities of a PRO.



## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 Definition and importance of Public Relations

Public relations has assumed immense importance over the years. The importance of this vital and all embracing discipline can be gauged from the fact that the present information age is also called as the public relations age. As the very name suggests, public relations is a relationship, a liaison or a bridge between an organisation and its publics. International Encyclopaedia of Communication has defined the term public relations as the information activities and policies by which corporations and other organisations seek not only to create attitudes favourable to themselves and their work but also to counter adverse attitudes. According to New Webster's Encyclopaedic Dictionary of the English Language, public relations is the art and techniques used to promote favourable public opinion. We are reproducing below definitions by some scholars and renowned experts with a view to clearing the concepts of the students about this versatile and multidimensional discipline of the present age.

1. In 1948, the Council of the British Institute of Public Relations defined Public relations as "the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics.
2. Public relations is the attempt by information, persuasion and adjustment to engineer public support for an activity, cause, movement or institution (Edward L. Bernays).
3. According to John W. Hill public relations is the management function which gives the same organised and careful attention to the asset of goodwill as is given to any other major asset of business.
4. Public relations is a combination of philosophy, sociology, economics, communication and other knowledges into a system of human understanding. (Herbert M. Baus)
5. Public relations is everything involved in achieving a favourable opinion. (Georgo F. Meredith).
6. The International Public Relations Association, The Hague, May 1960, defined public relation as a management function, of a continuing and planned character, through which public and private organisations and institutions seek to win and retain the understanding, sympathy and support of those with whom they are or may be concerned by evaluating public opinion about themselves, in order to correlate, as far as possible, their own policies and procedures, to achieve by planned

- and widespread information more productive cooperation and more efficient fulfilment of their common interest.
7. The World assembly of Public Relations maintains that public relations practice is the art and social science of analysing trends, predicting their consequences, counselling organisation leaders, and implementing planned programmes of action that will serve the interests of organisation and the public.
  8. According to Scot M. Cutlip and Allen H. Centre (authors of the book *Effective Public Relations*), PR is the "communication and interpretation and the communications and ideas from an institution to its publics and the communication of information, ideas and opinions from those publics to the institution is a sincere effort to establish a mutuality of interest and this achieves the harmonious adjustment of an institution to its community."

The above definitions highlight the importance and significance of this all embracing discipline. But, it would be quite unjust to assume that a few lines can bring out and explain the usefulness of this social art and science. A few words, howsoever, articulately worded cannot embody the countless good that public relations delivers to the society. Indeed, it is Public Relation which has turned the man from a wild animal into a social being.

The importance of public relations is increasing day-by-day and as a matter of fact it is more important for organisations, institutions and individuals today than it was yesterday and surely its significance would multiply manifold in the days to come. Public relations has, in fact become one of the most important tools needed today not only for the growth and development but also for the very existence and survival of an organisation. Public relation is not self-centred, rather it is equally useful for the publics as well. It provides a channel through which the publics can make their concerns and needs known to the management.

If an organisation does not care for the public sentiments and needs or the market demand or what is actually required by the publics, and rather regards production of goods or provision of services to be its sole concern, it will never be able to compete with the dynamic competitors in the field. Similarly, if a political organisation does not take into account the issues and problems facing the people and or the country at large and is oblivious to finding a just and fair solution to them, would it be a popular organisation among the publics, and will it survive? Definitely not.

The second question is what sort of image an organisation would enjoy if it does not engage itself in public relations activities. Obviously, the answer would be not very good. Because in this competitive era every industrial/commercial concern, political or social organisation should not only be simply efficient, but it should also be seen as to be efficient by

the public — internal and external.

An organisation or firm may have good quality products or it may be excelling others in providing services but if people are unaware about it the image of the organisation would be a bad one. Good public relations builds up the image of organisations while bad public relation or no public relation at all destroys the images. Further, the public likes to be associated with only those organisations that are familiar to them. If more than one organisation is producing a product or providing similar services, people tend to deal with the organisation which enjoys a sound image amongst the publics. That explains why today all organisations, tend to have a public relation programme for their concerns and in majority of the cases get it executed in particular those manned by competent hands, their own PR set-ups. Let us first define the term 'image' in the context of public relations. Image is the idea or conception, good or bad, public have in their mind about an organisation. There are several kinds of images the mirror image, the current image, the wish image, the corporate image, the multiple image, etc./Generally, the image of an organisation or personality depends upon the information that the public have about the firm or person concerned. The basic objective of a public relations arm of an organisation is to develop a good image for the organisation that it is working for. All its activities revolve around achieving this sole objective. It sponsors sports activities, carries on relief work by providing grants in calamities, takes part in welfare projects, arranges exhibitions and shows, offers scholarships to talented students, provides utility services at subsidised rates, undertakes press agency and so on with the avowed objective of earning a good name and a soft corner in the public mind. These activities have a great bearing on the overall reputation and goodwill of the organisation.

However, public relations does not mean to befool or cheat the people. It does not mean to cover up the misdoings of the management and deficiencies in its products. If a concern or company uses public relations for covering up its ills and deficiencies then it would not be public relations but a criminal offense. Sound public relations as discussed earlier, means deliberate, planned and sustained efforts aimed at creating mutual understanding, based on honesty, integrity and ethics, between an organisation and its publics.

Another element which makes PR essential is research. Research which involves probing the opinions, attitudes and reactions of various publics towards the organisation, alongwith learning as much as possible about the organisation's problems and its potential for growth is the first tier of a four-stage model of public relations process offered by Cutlip, Centre and Broom and, perhaps, a fundamental element to win over the publics. If a firm knows about what the people really want, what are their needs and what the market offers, it can adapt itself to the situation and can offer better services and goods. In turn, it will enable it to beat its competitors.

In short, in this age of competition and democracy public relations has acquired a very vital position and indeed no organisation – public or private – can do without it. Similarly good image is also indispensable for having a place in the market and in the public. Summing up the above discussion we can say that public relations is not only a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics but also to earn and build up a good image for the organisation by using different arts and skills.

## 2.2 Evolution and Growth of Public Relations

There is no universally agreed history of public relations. But most of the historians are of the view that man has been using various public relations skills and techniques, since the time he formed social groups, for moulding and influencing public opinion. Archaeological findings of old civilisations in Rome, Egypt, Mesopotamia (ancient Iraq) substantiate this view and show that those nations have been using some of the techniques for public opinion formation which even today constitute an integral part of the public relationing. A 4000 years old cuneiform tablet found in Iraq told farmers how to produce better crops. Its function was similar to the PR bulletins issued by the agriculture departments today.

In the ancient Greek some poet carried out public relations assignments on behalf of their clients. The Greek poets used publicity, lobbying and press agency as tools for public relations. Two poets, Simonides and Pindar, made a good living by writing and selling odes of praise for those willing to pay. The use of poetry to manipulate public opinion became so widespread in Greek democracy that Plato in his "Republic" advocated the prohibition of all poetry except that written for the government.

The ancient Romans refined the techniques of poetic form, adding subtlety to public relations. Virgil's *Georgics* was, on the surface, a bucolic poem extolling the virtues of country living, the pastoral scenes, clean air, fresh water, and closeness to nature, its purpose, however, was to motivate the citizens to prefer country life over the overcrowded Rome, which was afflicted with food shortages at that time.

All religions, including Islam, used public relations practices intensively. They used preaching to mould public opinion. According to available history, the term propaganda, an important tool of public relations today, was first used in 1622 for a Christian mission which went out of Rome for preaching. History also shows that the Muslims were using public relations as a well disciplined arm of the government during the days of the Holy Caliphs of Islam. They for the first time use the term public relations officer. Mr. Alauddin Masood (author of the book "Public Relations: potential and prospects") in the article in daily *The Muslim* (August 89, 1996) produces historical evidence to substantiate the fact that in a letter to Malik Ashtar, governor of Egypt, Hazrat Ali, the fourth Caliph of Islam, while describing the categories of state writes "We have the army formed of the soldiers

of God; we have our civil officers and their establishment, our judiciary, our revenue collectors and our public relations officers". This suggests that the Public Relations department had emerged as a separate and distinct entity by the time and that the people were aware of the functions and role of public relations officers.

Like some other parts of the world, there exists ample evidence to suggest that rulers in South Asia made use of the techniques of public relations even as early as 3300 B.C.-1900 B.C. and also thereafter right up to the arrival of the British. The archaeological excavations in the Indus Valley show that engravings on rocks and especially constructed monuments were used for conveying royal decrees and proclamations to the public. The Muslim rulers in India appointed scribes in different parts of the country who used to inform the king (ruler) about the various activities and happenings in the area under their respective jurisdictions. Later the British established separate PR departments in the provinces and at the centre, including the armed forces (ISPP) to carry on public relations activities.

There are many who trace the emergence of public relations as a separate and distinct activity with the advent of the industrial revolution in America. Hobert Lloyd, author of the book 'Public Relations' says the first indication of the development of public relations as a separate activity came with the Industrial Revolution with its tremendous expansion of business and commerce, particularly in the United States.

According to the Encyclopaedia of Communications, "in the early years of the twentieth century public relations emerged as a distinct occupational pursuit in the United States to provide counsel and policy guidance to large business corporations. Often the managements of these companies found themselves the target of government, press and public criticism for their allegedly unethical business practices. Their leaders turned to the public relations counsellors of the time to help create greater public understanding and support for their operations.

Public relations has come a long way since then, and though historians have yet to trace out the exact history of this discipline, it has assumed great importance everywhere and for everyone these days. The ever-growing competition among industrial concerns, political organisations, pervasive democracy, regionalism in world politics, privatisation and liberalisation of economy, modern mass media etc, are such factors which have made public relations inevitable.

After passing through the various phases and stages of its development public relations has now grown into a separate activity both in the developed and developing world. However, like other areas of human activity public relations discipline is comparatively more mature in the developed countries. In developing countries, specially in the private sector, public relations concepts and practices are not yet clear and the PR

techniques are usually abused for gaining short-term or immediate benefits. PR in most of the developing countries is carried on borrowed ideologies and the process is generally devoid of research and any logical planning. That is why PR in the developing countries often fails to give results and generally it assumes the form of press agency aimed at pleasing the top management. PR staff often tries to block the media from ascertaining the facts or truth about the organisation. Most of the organisations in the third world don't have any public relations department and where PR outfits exist these are usually run by unqualified and unskilled people. However, it is heartening that the developing third world is now realising the importance of this versatile discipline both in public and private sectors. It is hoped that in the next few years PR will enjoy the same level of prestige and importance in the developing world that it does at present in the developed countries and PR departments in the Third World will also be manned by skilled and qualified people who will, in real terms, make it a bond of mutual understanding and bilateral benefit for both the organisations and the publics.

### 2.3 Basic Concepts and Tools of Public Relations

Public relations is usually confused with advertising, press agency, propaganda, publicity, public affairs, etc., but these are some of the tools used by the all absorbing discipline of public relations for achieving its objectives. A public relations campaign may include all or some of them but it is not confined to any one of the same. Some of the basic concepts and tools of public relations have been discussed in the following paragraphs.

#### 2.3.1 *Publics*

In Public Relations the term 'public' is used for those people or group of people who are directly or indirectly concerned with the organisation, use its services/products or benefit from it in one form or another and/or affected by its policies/programmes. In other words it is a group or groups of people who are tied together by some common bond or interest or concern. The publics of an organisation play a key role in its success or failure. Publics are of two kinds — internal and external.

##### a) *Internal publics:*

Internal publics of an organisation are the employees/personnel, management, share-holders, distributors etc. A close co-ordination among all the categories of internal publics is the primary duty of the public relations arm of the organisation. For successful and good public relations mutual confidence between the employees and employer is a must. They should be kept informed about the achievements, problems, issues, new projects, etc., which would be greatly helpful in sustaining rather bolstering up the confidence of the employees. Similarly, it is also the duty of the public relations wing to inform the management about the problems facing the employees. If the public relations arm is not performing this duty it is doing disservice to the organisation. Likewise, if the share-holders are satisfied, the management will not find any difficulty in raising its equity base (share capital) whenever it wishes to do so.

b) *External Publics:*

This group of publics is usually outside the premises of the organisation but is always of great importance for an organisation. External publics may consist of the following sub-groups:

- (i) *Local Population:* This group consists of the people, firms and organisations in the surrounding areas. They are of great value to the organisation as they may provide services to it and/or purchase its products or benefit from its services. Besides, they are the people who are greatly affected by the activities/operations of the organisation in terms of noise, pollution, traffic problems, etc.
- (ii) *Potential Employees:* Though this group is not on the pay roll of the organisation, but is of imminent importance for the organisation. Public relations department never under-estimates the importance of this group. It always tries to get their favourable opinion by highlighting the services of the organisation for the community and the state.
- (iii) *Suppliers:* Every firm or industrial concern needs raw material. The provision of quality and timely inputs means good products. Public relations arm of every industrial concern remains busy in winning the confidence of this group (suppliers) by maintaining mutual understanding between the organisation in question and its suppliers. Timely payment should be made to the suppliers. They should be kept aware about your position to enable them to decide matters, including supply of raw material, on merit.
- (iv) *Consumers:* This group of publics holds a pivotal position for the success or growth of the organisation and normally energies of all other publics are geared towards having a better rapport with it. They are the ultimate users of the products or service. Public relations wing of an organisation will focus on moulding their favourable opinion towards the organisation. We see the TV and the print media flooded with advertisements describing the qualities and properties of the products, sometimes even offering incentives to the consumers. It pays, indeed, if correct information about the product or service is provided to the consumers as it can prove very crucial for the image building and getting the confidence of the consumers. In other words, while advertising one should not exaggerate the quality of a product or seek recourse in half-truths.
- (v) *Mass Media:* Experts regard the mass media to be an important agent for influencing change in the attitudes, behaviours and opinions of the people. As the media of mass communication happen to be the carriers of public relations messages (advertising, publicity, propaganda, etc.) they constitute an important group of the external publics. Every organisation gives a due weightage to the mass media which can be instrumental in building up and/or tarnishing the image of an organisation.

Public relations is the collective responsibility of each and every individual working for an organisation. It is wrong to consider the public relationing to be solely the responsibility of the public relations wing. As the satisfaction of the consumers is one of the main objectives of the business, hence enlightened managements devise policies so that PR is understood by all employees, in particular those holding senior positions.

### 2.3.2 *Press Agency*

The practice of getting favourable material published, broadcast or telecast by the news media is press agency. It is done for attracting people's attention and for educating and informing them as well. According to Cutlip and Centre, press agency is the creation of publicity worthy events and the use of brass bands and barkers, if necessary, to attract attention to some person or something. Peter Biddecome considers a press agent a person engaged to get press coverage and press clippings.

It is one of the oldest and most vital tools of public relations, which was widely practised by the ancient Greeks. The history of public relations is also associated with that of press agency. Edward Jay Whatmore, author of the book *Mediamerica* observed that until the 20th century the term press agency was being used for public relations as well. The press agents were masters at planting stories in newspapers. This kind of free publicity was much more valuable than paid-for advertising. Amongst the innumerable campaigns launched during the late 19th century the most notable, according to historian Marshall Fishwick, was the one which resulted in the rise of folk hero Buffalo Bill. Some half a dozen writers helped shape Buffalo Bill into one of the greatest American folk heroes, outdistancing more spectacular men by making mountains out of molehills. Almost all of the folk heroes from that era were virtually created through press agency.

### 2.3.3 *Advertising*

Advertising is one of the overt strategies used for influencing public attitudes. Experts regard it as one of the tools of public relations which complements a total public relations programme. Through advertising various qualities and characteristics of the product or service are explained to the public with a view to creating a soft corner in their mind for the product/service and also a good image of the company/organisation. This tool is different from other tools of public relationing as it seeks to mould public opinion in an overt manner. It uses paid time and space in the media usually to deal directly with the consumers, primarily to promote and sell goods and services, secondarily to promote and sell ideas.

### 2.3.4 *Propaganda*

Public relations campaigns also include propaganda to manipulate public opinion. Propaganda is communication — verbal or non-verbal — that attempts to influence the motives, beliefs or attitudes of people. Its function is not essentially to convert, rather its function is to attract followers and to keep them in line. The task of propaganda, is to blanket every area of human activity so that the environment of the individual is changed



to absorb the campaign (PR) view. Originally, it meant simply spreading a belief, as the term propaganda was first used for a religious mission preaching christianity, but its misuse, particularly during the last 80 years, brought it into disrepute. But even today propaganda is an important tool of public relations. Public relations arm of an organisation may use propaganda for: (1) to gain audience, (2) to hold the audience and (3) to influence the audience. On one side, the public relations department is engaged in propaganda activities and on the other it is countering the false claims of the competitors or enemy propaganda.

### 2.3.5 *Publicity*

Too often public relations is confused with publicity, in fact it has been identified with it. But publicity is one of the important tools of public relations. Publicity consists of obtaining free space or time for promotional material in the press or on the air, and although this material masquerades as news, its purpose is often hidden.

Publicity is not the whole activity of public relations. According to Shirley Biagi, publicity is strictly a communication function whereas public relations involves a management function as well. Essentially publicity means placing information in a news medium, either in a mass medium such as television or newspapers or in a specialised medium such as corporate, association, trade or industry magazines, newsletters or even brochures. Publicists disseminate information but do not help set the policy.

### 2.3.6 *Computer*

Rapid strides in communication technologies have changed the world, as described by Marshall McLuhan into a global village in the real terms. The most wonderful of these inventions is, perhaps, the computer which coupled with the satellites and cable has proved itself to be a magic device. These innovations in communications have, on the one hand, made public relations activities easier while, on the other, more challenging, making it inevitable for the public relations departments, specially those working for large organisations, to harness the gadgets for sending their messages to various corners of the globe instantly. In the following lines we will discuss some of the computer-based communications innovations which have taken off the ground, at least, in the developed world.

#### (a) *Teletext and Videotex*

Both teletext and videotex are electronically generated letters, numbers, symbols and graphics that are read from the TV screen or the home computer monitor. Both systems are computer-based: Copy is entered into a computer at a central location for transmission to the home.

These new technologies, which have been dubbed as "electronic publishing", function as an electronic newspaper or magazine. Webzines (electronic magazines) are fast emerging as the magazines of the future.

*Teletext:* The teletext subscribers can't request specific information to be sent to one specific home. Teletext is more like the local TV newscast and newspaper. In general, teletext is delivered to the home via a regular TV broadcast signal. The teletext subscriber has a decoder, which is similar to a cable TV converter. This decoder allows teletext subscribers to read the text on the TV screen whenever they wish.

*Videotex:* Videotex is two-way communication. It's delivered to the home via a cable TV system or the telephone lines, which allow more items to be transmitted than a TV signal does. In Europe, where this technology originated, delivery of the electronic messages is called viewdata.

Videotex messages are delivered to the home, through a decoder on the TV set. They can also be sent directly to home computers. (Media Writing PP 126-128) by Doug Newsom and James A. Wollert). A videotex subscriber can demand the videotex central computer for specific information while a teletext subscriber can't place an order for personalised information.

(b) *E-Mail:*

In the form of electronic or E-mail computer is again providing a tremendous service to the mankind. Through this rapid mode of communications distances of months, weeks and days have been reduced into seconds. A person who wishes to send a message types the text into a computer and then feeds the information to a satellite uplink. On the other end, a downlink decodes the message and the letters appear on the computer screen of the addressee. E-mail is proving to be very useful for public relations departments whose personnel are always in touch with various public - trade union, media, stockholders, suppliers, distributors, top management, employees, etc. - for cultivating good relations with them and also for developing a good image of the organisation. In addition to uses listed above computer is also very useful in drafting, composing and editing press releases, features, articles, brochures, booklets, etc. and also for storing and retrieving of information.

2.3.7 *Satellite*

Satellite is a space vehicle designed to follow a predetermined route, usually orbiting the earth, for the purpose of collecting and transmitting information. They actually act as radio relay stations, receiving electronic messages from the ground that are transmitted through 'uplinks' in earth stations, the Satellite then retransmit them to dishes in other earth stations 'downlinks'.

The satellites revolve around the earth at the same speed it rotates on its axis, so they are constantly in the same position in relation to the earth stations.

There are various satellites but the one which has brought tremendous revolution in the world of communication is communication satellite. The primary uses of communications satellites have been for long distance, point-to-point, two-way telecommunication links carrying telephone and other traditional telecommunications messages; for providing live transoceanic television transmissions and increasingly for data trafficking between large and costly earth stations linked to telecommunications networks.

Satellite is a useful public relations tool for big multinational firms, and organisations having scattered publics and interests. Some religious organisations also use satellite transmission to influence audiences' beliefs and attitudes, actions and motives.

### 2.3.8 *Visual News Services*

Like other walks of life, new communications technologies have pervaded into each and every activity/operation of public relationing. Public relations departments today make full use of the modern technologies and shape and adapt their communication tools on modern lines. For instance, in the old days the public relations departments used to send their news releases to the media organisations in the printed form only, but today this trend is changing fast. Public relations departments of big firms not only rely on text of news release but also picturise their operations and activities and send their films to the television stations along with a copy of text. Its aims are: (1) to provide TV station full information, (2) make it easier for TV to relay the news story along with the visuals to attract audience attention, and (3) enhance credibility and good image of the organisation.

### 2.3.9 *Fax Services*

Fax or facsimile has rendered and established itself in a variety of communication services, both commercial and non-commercial. For a public relations department it has become an inevitable tool due to its varied applications. The fax machine provides a dependable connection with media organisations and other segments like the management, suppliers, distributors, stockholders who greatly matter for the organisation. It has diminished delays. In a situation where delays of a day or more, as imposed by the postal system, are prohibitive, fax stands ready to get the message through in a matter of minutes or seconds thus enabling the public relations officer to transmit the news release or photo of an event, which may have happened even late in the night, just minutes before the deadline of the last edition.

### 2.3.10 *Courier Services*

Not necessarily every group of publics of an organisation has the facility of modern communications. In such a case courier services prove very helpful for a public relations department in getting important and urgent messages delivered promptly. Though courier services comparatively take more time than fax or E-Mail but even then these services are more prompt and dependable than the ordinary mailing arrangements. Courier services personalise the messages and create a sense of association and kinship which is what the public relations

department tries to achieve. Courier services are used not only under compulsion due to lack of modern means of communications, but are also often used by those who have the modern facilities for arranging delivery of important lengthy documents and gift items.

#### 2.4 Crisis Situation and use of Public Relations

According to Chambers English Dictionary, crisis means a crucial or decisive moment; a turning point; a time of difficulty or distress; an emergency. In the spectrum of public relations crisis situation is that crucial and decisive moment at which either the image or survival of an organisation is in danger or at the initial stages of the ladder of success. For example, an epidemic breaks out in the city, an awareness campaign is launched by the health department for pollen allergy patients in spring when grasses, plants, trees produce pollen grains, WAPDA launches save electricity campaign in winter when water depletes in dams, agriculture department urges farmers to spray pesticides on cotton crops or introduces some new crop, an organisation introduces new goods/services in the market or encounters harmful rumours spread by the competitors. In all such situations, public relations department orchestrates all its actions and uses various skills and techniques to pull the organisation from the marshes, save/earn good image for the organisation and serve the publics. This role played by the public relations department to avert losses or the possibility of incurring losses during such critical periods is called crisis management. The public relations department generally remains vigilant and whenever it foresees any crisis situation brewing up it prepares a strategic plan and launches that to avert a possible disaster. It also plans actions that various personnel, from top to bottom, will have to perform during an emergent situation. It also includes ground work for press relations, and listing of where all principals can be found.

#### 2.5 Duties of a Public Relations Officer

The main character behind image building, developing and maintaining mutual understanding between an organisation and its publics is that of public relations officer (PRO). Indeed his job is not an easy one. As moulding public opinion, creating good attitudes towards the organisation and winning over public confidence is a thorny and challenging task, to handle these assignments amicably, a PRO is required to perform the following duties:

1. *Research:* Public relations is not cheap publicity or propaganda aimed at making people believe in whatever information is conveyed to them regardless of ethics or public good. It is rather an organised effort, based on truth, ethics and facts, to serve the interests of both the organisation and its publics. Unlike propagandists, public relations practitioners are bound to get data objectively about his/her organisation's publics, their needs, problems, issues, and the ground realities before launching a public relations campaign. Unless a public relations officer knows the facts objectively, he/she cannot accurately diagnose the public problems and suggest remedial steps to overcome them. Sometimes, management thinks that they are enjoying popularity and good esteem among the publics but the actual position is altogether opposite toward the management. This dubious

thinking may endanger the very existence of the organisation in this competitive era. Hence, the need and importance for conducting thorough research and using the results for planning PR programmes.

Public relations officer also carries out research with a view to selecting the appropriate media and the technique for obtaining optimum results. It is, indeed, a challenging job at a time when we find the markets flooded with a variety of mass media, including those catering to specific groups. Hence, the public relations officer has to select the most effective medium/ media so as to get the best possible results at the minimum possible cost.

*Issuing Information:* To convey authentic and correct information to the publics about the activities of the organisation the public relations officer places newsworthy information in the press. He also responds to the inquiries from the journalists. Public relations officer has to observe some "dos", and some "do nots" while performing his/her duties.

The most effective instrument that a public relations officer uses for conveying information to the publics or publicising his organisation is "press release" which he frequently issues to the mass media organisations. While drafting a press release, he/she should write simple sentences and prepare the text in an unambiguous language. The press release should clearly indicate the name, address and telephone number of the person who can be contacted for obtaining further information, if necessary. It should be written on official letter-head, should be typed or written on one side of the paper with generous margins. The date and time should be given on the press release. When it is required to convey information of significant nature, it is wise to mark it flash or immediate. While conveying/releasing information to the media through a press release one should not be selective, rather it is wise to send press releases to all media organisations. For this purpose, the public relations department should maintain an updated press list so that the information could be send to all news papers without any delay.

The media representatives may often require more information or background material about an event, product or service indicated in a press release. It is the obligation of the public relations manager to provide such information promptly to the press. He/she should facilitate things for the journalists and never act as a barrier to their obtaining information. However, if a subject is of a delicate and sensitive nature the journalists should be told the reasons frankly for with-holding the information. While giving information, PRO should tell the journalists clearly whether it be quoted as an official statement, attributed to a particular person or to a spokesman of the organisation or they should use the information without quoting any source.

Journalists should be given factual information in emergencies quickly as possible. Besides, issuing newsworthy material to the press through releases, public relations officer

prepares speeches for the boss and writer reports, letters to editor, backgrounders, etc., all aimed at influencing the publics.

3. *Facility Visits:* Public relations officer arranges visits of mediemen, general public, buyers, suppliers, etc., to the factories or other facilities owned/controlled by his organisation. These visits, if properly and meticulously arranged, can pay excellent public relations dividends. They attract public attention. Such occasions provide excellent opportunity to impress the visitors who see by themselves what the organisation is doing. Public relations officer should meticulously plan the visit and make all necessary arrangements so as to derive maximum benefits and use these for developing good relations with the visitors. It needs not to be over emphasised that a badly arranged visit can produce negative effects and damage the image of the organisation. Details for making preparatory arrangements are given in unit no. 9 of this study guide.
4. *Arranging press conferences:* It is the duty of public relations officer to arrange press/news conference for his boss at occasions like when he has to impart some important and immediate news, when some models or diagrams are to be explained and when the public relations officer wants to give mediemen an opportunity to meet face to face with the top management of the organisation and supplement information by asking questions. While arranging a press conference, he should also brief the speaker beforehand. After doing the homework the public relations officer should send invitations to the media well in time, informing about the venue, time, and the speakers at the news conference. Public relations officer should also provide the mediemen pen/pencil, blank papers and preferably a write-up/brief on the main points discussed at the press conference with a view to obliterating the chances for mistakes by the media representatives.
5. *Feedback or campaign results assessment:* Public relations officer not only conduct research before launching a public relations programme but he/she is also supposed to look into: (a) the results of his campaign, (b) the tool and techniques he has to use for assessing the results and (c) the impact of the campaign on the publics or concerned groups of people. This feedback data serve as a base for future planning and policy formulation.
6. *Monitoring media:* Public relations officer should monitor the media, specially the press, to watch for reports of interest to the organisation, including those critical of its functions. He should keep a record of all these press cuttings.
7. *Producing newsletter, Brochure, House journal etc.:* Placing information of interest in the mass media is certainly rewarding. However, it pays more dividends if supplemented with a house journal or newsletter etc., with a view to providing a dependable channel for constant/regular flow of authentic and correct information to the "publics" concerned. The house journal/newsletter enables the concerned publics to directly focus on its

contents and they are spared of the agency to search for it on the pages of a newspaper. Public relations officer of an organisation is supposed to make all necessary arrangements for producing such a publication. You will read more details about preparations for producing a house journal in unit No. nine.

8. *Public affairs:* A public relations officer should also perform political, educational and civic service functions in order to cooperate with and support the community.
9. *Aiding in advertisements:* A public relations officer should aid the advertising agencies, newspapers and the electronic media in creation of institutional advertising designed to sell ideas and images. The main stream of economy for the media organisation comes from advertisements. Public relations officer should also exploit this need/weakness of the media and oblige them through giving out advertisements so that in return he/she could get greater co-operation and space or time for his publicity material in the media.
10. *Counselling:* Public relationing is not a passive activity. Rather it is a management function. Public relations officer not simply plans and executes policies but also counsels policy makers as to what sort of policy would be more productive for the organisation. Public relations officer is in a better position to identify public attitudes, needs and market demand and it is one of his prime responsibilities to counsel the management to enable it to positively respond to the public demands.

## 2.6 Qualities of a Public Relations Officer

Like public relations discipline which encompasses almost every skill, techniques and expertise, a public relations practitioner should be the embodiment of various distinctive qualities and skills. Some of them are listed below:

(1) Objectivity (2) Integrity (3) Good judgement (4) Decisiveness (5) Flexibility (6) Inquisitiveness (7) Attractive personality (8) Hard Working (9) Knowledge about methods of communications and how to produce public relations material (10) Creativeness (11) Persuasiveness (12) Courage and boldness (13) Managerial skills (14) Sense of humour (15) Stability (16) Sense of accountability and responsibility (17) Power of speech (18) Interest in meeting and cultivating the "publics", in particular the media representatives.

In addition to the above mentioned qualities and skills a public relations officer in our community should also have the ability to express clearly not only in Urdu and English but also in the local or regional languages. He should also know about the local norms, values and taboos. He should also have knowledge about ethics of his profession.

### 3. SELF-ASSESSMENT QUESTIONS

1. Define the term public relations. Also explain its importance in the present age.
2. Highlight the history of public relations discipline and its present status both in the developed and developing countries.
3. How do you differentiate publicity, propaganda, advertising and press agency from public relations?
4. What do you understand by the term publics? Explain their importance for an organisation.
5. Explain the importance of computer, E. Mail, satellite, visual news services and courier services for the public relations wing of an organisation.
6. What is a crisis situation and how can it be managed using PR techniques?
7. What are the duties of a public relations officer?
8. Explain the qualities essential for a good PRO.
9. Explain the importance of public relations in image building of an organisation.



#### 4. SUGGESTED READINGS

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**Unit 3**

**Public Relations  
Organization and Set-up**

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## 1. OBJECTIVES

After studying this unit, you should be able to:

1. Describe the various kinds of Public Relations.
2. Explain why an internal PR unit is essential for an organization.
3. Have a general insight into the PR organisational setup of large and small organisations, both official and non-official.
4. Explain what measures are being used for official PR in Pakistan.
5. List down the essentials of financial PR for an industrial concern.
6. Explain how corporate sponsorships are used and prove their usefulness for public relations.

## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 PR Setup for Official and Non-official Organisations

Public Relations is important not only to the business but also to the government. The PR practitioners in government service discharge a very important task by keeping the leadership informed about the aspirations, sentiments and reactions of the people and thus help them in taking sound and popular decisions, which are a must for keeping harmonious relations between the people and the government, which is indispensable for the stability of any society. Unless the government makes the public fully aware of its viewpoint and frames its policies in keeping with the popular sentiments through a system of two-way communication, mistrust and suspicion will continue to sweep the country ultimately leading to widespread unrest, confusion and chaos.

This explains the need for taking the public into confidence by the official as well as non-official organizations and thus the need for efficient PR programmes.

### 2.2 Size of PR Departments

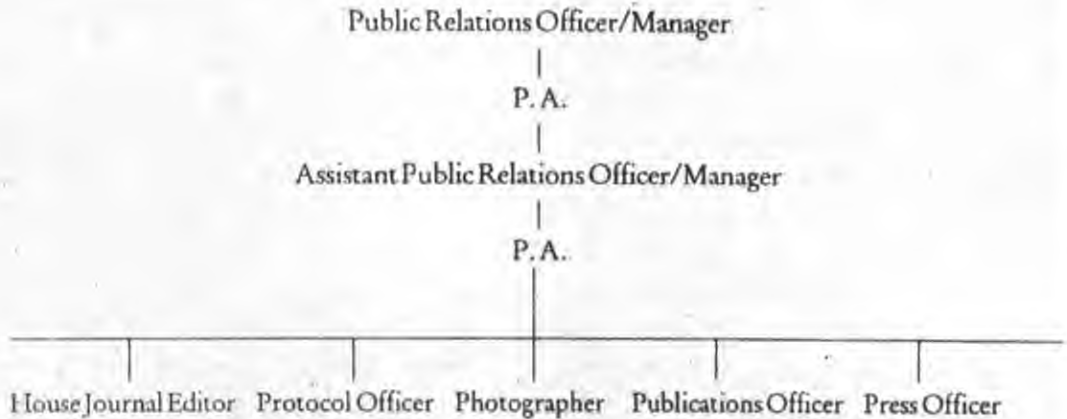
Organizations engaging in massive public relations work generally prefer to handle it through an in house PR department. The internal PR departments may be large or small according to:

1. the size of the organization;
2. the importance of the management attaches to PR;
3. the special PR requirements of the organization.

Generally, manufacturers of consumer products spend much on advertising and very little on PR while a technical or industrial company may spend rather little on advertising and rely mainly on PR activities. No two organizations are alike. The important thing is that management should use PR because it needs to communicate with identified publics.

A Public relations department may consist of just a PR manager and his P. A (Steno) or the PRO may have assistants such as press officer, a house journal editor, a graphic designer, a photographer/cameraman and so on depending upon its actual requirements and needs. There are organizations which do not employ a full-time PR specialist but entrust the job to one of the officers dealing with the personnel, marketing, sales or advertising etc. The possibly staff for a PR department in a large manufacturing company

is given in the following chart:



### 2.2.1 PR department of a large company

The head of the department may be given any one of many fancy titles that have been invented. These range from the simple and straight-forward title "director public relations" to "director public affairs" to "press liaison manager" to "communications manager", some attempt to mix the two distinct jobs, e.g. "advertising and public relations". Dislike for the government title of "public relations officer (PRO)" has led to some of these variations.

### 2.3 Advantages and Disadvantages of a PR Unit

The advantages of having an internal PR unit are as follows:

- (a) The PRO is familiar with his own organization,
- (b) The PRO may have specialist knowledge/experience of the subject with which the organization is concerned.
- (c) The PRO can easily establish lines of communication within the organization and get reliable information quickly.
- (d) The PRO is on the spot and can act swiftly, or get quick decisions in an emergency.
- (e) The PRO is in a strong position to give the management day-to-day advice.

While it is advisable for any organization to have a qualified PR manager, there can be pitfalls such as the following:

- (a) The PRO could be so close to the organization, or so enthusiastic about it, that he/she is biased. This could be reflected in his/her writing, to the disadvantage of his/her organization because the media are very cynical about this sort of thing.

Similarly, if the mistake is made of mixing PR with other activities, such as advertising, marketing or sales, the media will become very suspicious of material coming from, for instance, a "publicity manager" or a "publicity department".

- (b) If the PRO is not properly trained and qualified, he/she could be a liability.
- (c) The PRO may lack sufficient executive status to enjoy the respect of management.
- (d) The PRO may be simply given this title by the management which sees this as a good way of promoting a senior person "sideways" and so he/she will dabble in a profession he/she knows nothing about.
- (e) Management may not have agreed to job specifications which enables the PRO to take on the responsibilities outlined in c and d above.

## 2.4 Types of PR

Public relations can be classified into various types, viz government/official PR, financial/industrial/commercial PR, political PR, international PR etc.

### 2.4.1 Official PR

Public relations is considered to be an essential component for the smooth functioning of any government, state agency or department. Although official PR departments are considered to be non political and non partisan, the parties in power in some third world countries, often try to use these for achieving/furthering their own political ends. The basic duties/functions of a PR set-up of a government include:

1. To keep the citizens informed of the government policies, achievements, welfare programmes and projects.
2. To interpret the rules, procedures, laws and the new enactments in an easy and simple language and to keep the citizens informed of all matters/vital issues having a bearing on their lives.
3. To keep the Federal Ministers and the concerned departments abreast of the public reactions to the various policies/decisions of the government and also suggest measures for avoiding/controlling adverse reactions.

All governments organize their PR set-ups and assign them jobs keeping in view their own peculiar needs and requirements. The PR departments of the industrial countries have been very

active in promoting the sale of their products, while in the case of super powers their PR outfits have been attempting to increase their global sphere of influence as well.

a) *P. I.D.*

The Press Information Department, a department attached to the Ministry of Information and Broadcasting, is the main or key agency which is responsible for the official PR of the Federal Government, while the provincial governments have their own PR set-ups. The Press Information Department works under the Principal Information Officer and it has well-equipped and properly staffed directorates at the provincial capitals in addition to outfits at Gilgit in the Northern Pakistan and at some other important towns. PID has a number of wings, each responsible for various duties. The main wings of PID include:

1. *Home Publicity Wing:* It is responsible for projecting the activities of various Federal Ministries/divisions/departments. Normally, one Information Officer is assigned to one or two ministries/divisions and he acts as a sort of PRO to that ministry or division. This wing is also responsible for accreditation of the journalists and for arranging their visits. It is further split into two parts, one responsible for the publicity of the economic ministries and the other for non economic ministries.
2. *Research and Reference Wing:* It prepares feedbacks and research reports for use by the concerned agencies of the government.
3. *Advertisement Wing:* It releases advertisements of agencies, departments, divisions, ministries of the Federal Government to the press.
4. *Administration Wing:* It is responsible for providing logistical support to the professional wings and for looking after service matters of the staff working in the organization.

PID is also responsible for preparing speeches of the President and the Prime Minister and for arranging press conferences of the high-ups. More details about PID and other agencies of the Federal Government which are engaged in PR activities, in one way or the other, on behalf of the government will appear in Unit No. 4. However, it must be born mind that PR is the combined responsibility of all the functionaries of a ministry/division/department and not the sole responsibility of the PR practitioner. Unless PR is understood and applied by all the employees, in particular senior and middle level officers, efforts to improve the image of various organizations or agencies cannot succeed.



#### 2.4.2 *Financial P. R.*

Although the need for PR was felt by every society to influence the ideas and opinions of the people, the industrial revolution gave birth to severe competition forcing the companies concerned to engage in PR activities aimed at inducing the people to buy their products.

The post-war period saw rapid developments in the techniques of informing the people and organizations engaged in trade, industry and the professions started using PR with integrity and intelligence to establish, maintain and promote harmonious relations between their organizations and the public. Recent advances in technology have further revolutionized the ways and means of informing the people and the PR practitioners of the modern age make use of the latest gadgets, particularly in the print/electronic media and the communication technology, to send their messages to people across the globe. In addition to the sophisticated and fast printing machines, PR experts these days use the latest gadgets like TV, videotapes, computers, fax machines, instamatic cameras, satellites etc. for preparing and sending messages to their publics.

The main aims of financial, industrial and commercial PR are:

- (i) to create a constant channel of communication between the organization concerned and its publics, both internal and external;
- (ii) to increase the overall image of the organization which ultimately leads to increased sales.

Generally, the resources of every organization are limited, therefore, it is prudent to fix priorities for implementing PR programmes. More details about planning PR programmes will appear in Unit No. 5. However, forward looking business/industrial/commercial organizations who want to flourish and grow, generally look at their activities with a PR eye and try to chalk out a PR programme for every segment of their publics, whether it be the press, the customers, the potential clients or the general public. Some of the possible objectives of their PR campaigns could be increasing sales, making the people think highly of the concern in grabbing attention of the people or, perhaps, a bit of everything. PR activities of the financial, industrial or commercial concerns can be further divided, as discussed below:

##### (a) *Relations with customers*

The relations with customers/clients primarily depend upon the quality of the product, its price, delivery schedules and availability in the market. However, the public esteem/good will of a concern also plays a vital role in this regard. The PR department can make a valuable contribution by establishing a channel of communication with the present and the prospective customers through the mass media, house journals, leaflets, brochures, documentary films, exhibitions/fairs, open house, speeches and inter-personal contacts.

(b) *Relations with Shareholders*

Those companies which have a proper PR programme for the shareholders and keep them suitably motivated and interested in the affairs pertaining to their organisations and do not merely treat them as numbers in the register of shareholders, find the existing shareholders to be the best source whenever they need fresh capital.

(c) *Relations with Community*

Management should have a detailed plan for establishing and maintaining deserved local support even if they happen to be making a product with a limited market which does not include "the common man" because it is the son/daughter of the common man you hope will respond to your advertisement for a job.

(d) *Relations with Employees*

Relations with employees play a great role in the growth/expansion of a company. If the employees feel a sense of pride in belonging to a company they put in their best with the result that the company concerned grows and flourishes.

(e) *PR and Sales Promotion*

Public relations can make a great contribution in increasing the sales of a company. Whenever sale efforts are preceded by a proper PR campaign, the sale representatives are received warmly and they do not find it difficult to introduce new products. Further it has been generally felt that financial, commercial, trade or technical newspapers or magazines, do not get quality write ups in good number and are often forced to fill in the pages by in whatever they could get.

#### 2.4.3 *International Industrial PR*

Companies marketing products world-wide or in a section of the globe have to engage in a vigorous PR campaign to inform the local population about their products. Generally, people who understand the psyche of the target population and are fully aware about the local customs/labour socio economic conditions etc. are assigned the job of preparing a PR campaign.

#### 2.4.4 *International PR/Diplomacy*

The basic aim of international PR/diplomacy is to project abroad a positive image of the country and its people as well as to create an increased awareness about the country's policy goals, its endeavours for socio economic development and for promoting peace within and outside. Though it is not the main objective of international PR/diplomacy, but efforts are also made for attracting foreign investments, boost up tourism and the sales of the national products.

As regards Pakistan, it is the responsibility of the Ministry of Foreign Affairs and Pakistan's missions abroad to maintain, at official level, an overall good image of the country. But it is imperative that cordial relations that exist between Pakistan and other governments be diversified to their mutual benefit so that a reflection of good relations is found in all walks of life. This vital job is handled by the External Publicity Wing (E. P. Wing) of the Ministry of Information and Broadcasting through its over 20 Information Sections abroad. The Information sections, which are attached to Pakistan's missions in major countries, cultivate good relations with leaders of public opinion, intellectuals and the working journalists and facilitate, as and when required their visits to Pakistan. The E. P. Wing is also responsible for removing mistrust and suspicious about Pakistan by providing factual information in addition to counteracting negative propaganda. It also prepares a feedback on the general views of the people and foreign media on various issues of interest to Pakistan. Efforts are also made to beef up these activities through exchange of delegations, comprising of leaders in various walks of life, between Pakistan and various friendly countries.

(a) *Problems of International PR*

Every society has its own set of values, social taboos and ethics and people generally view foreigners with suspicion. Hence this calls for adopting a PR approach best suited to every country keeping in view the ethics, social taboos etc., of the country concerned. The PR staff should also as a matter of principle be selected from the same country where it has to be posted. However, the staff should be regularly briefed and given orientation courses at the head office of the parent company. Further lack of diplomatic relations or strained relations between countries can, sometimes, prevent growth of PR activities. Example, it may not be possible for a PR firm in America to project the cause of Iran or Libya. Likewise, it may not be possible for a PR consultancy in Pakistan to espouse the cause of Israel.

2.4.5 *Political PR*

All political parties recognise the importance of PR for increasing their influence in the society and for winning over the support of the people. Important political parties in the Western countries, having democratic dispensations, establish PR advisory committees, composed of PR experts of great standing, to create their channels of communication with the people and to convert them into their sympathizers or followers. These political parties also set up bureaux in all important towns and cities to make people familiar with their party manifestoes and programmes. The main aims and objectives of PR programmes launched by the political parties are:

- (a) to introduce their programmes, policies and party manifestoes to the citizens with a view to enlisting their support.
- (b) to convince the people to take up membership of the political party.

- (c) to convince the citizens about the legitimacy and correctness of party's stand on various crucial issues as well as party goals and objectives, making them believe that these were the best under the given circumstances, and in the supreme national interest as compared with those chalked out by other political parties.
- (d) to remain constantly in touch with the party loyalists, voters and sympathisers with a view to ensuring their continued support and cooperation,
- (e) to raise funds for the political party enabling it to steadfastly pursue its programmes and policies.

Notable techniques used by the political parties for achieving the above cited objectives are:

(a) *Propaganda/counterpropaganda*

Propaganda is the means of gaining support for an opinion, creed or belief by agitating the heart or mind, through emotional, intellectual or spiritual topics such as politics or religions, with which people may or may not agree. It may be used for good, bad, or even for very strange causes. The great agitations — against slavery, against monopoly, for human rights — were psychic waves that swept across successive generations. In war, propaganda rallied the support of the nation. Great humanitarian causes — educational, curative recreational depended upon skillful appeals for gifts.

- (b) The tall claims made by the rival political party or parties are exposed. In Pakistan, every political party vigorously propagates its successes or record of dedicated services to the people while at the same time trying to convince the people that the policies of the government of the day were not giving the desired results and/or these were faulty and not in tune with the present-day requirements. Obviously, all the parties resort to exaggeration. Counter-propaganda is, in fact, another form of propaganda itself.

(c) *Pressure groups*

Pressure groups represent various interests in the society. Example—industrialists, agriculturists, lawyers, teachers, labour unions, environmentalists, women lobbies, student unions, religious bodies, minority groups etc. These pressure groups, sometimes, operate under a distinct name, but on occasions they infiltrate in the political parties and try to influence the policies/programmes of the political parties with a view to safeguarding their interests.

The political parties also sometimes constitute groups which apparently look to be non-political but in reality they endeavour to further the aims, objects and programmes of those parties by infiltrating into various professional bodies or associations or unions.

(d) *Infiltration*

The political parties use various methods for infiltration. Prominent among these include:

- a) The workers of a political party infiltrate in the social/cultural/professional bodies and/or associations of writers, unions of labourers and students, play up their differences from within and try to seize control of those bodies. Likewise, some political parties infiltrate in the religious bodies or minority groups for achieving similar purposes.
- b) The workers infiltrate in the bodies cited at "a" above and launch a whispering campaign against the rival political parties or their leaders.
- c) An effort is made to create a false public opinion, supportive of the programmes/policies of a political party. some commonly used practices are:
  1. Party workers, who have infiltrated in various social/cultural/professional bodies or associations or unions, are advised to send letters/telegrams opposing some official move, say a proposed legislation, thus giving the impression that the public opinion was against it.
  2. Party workers are asked to launch a campaign in the national press by inserting articles, columns or letters written by them in their personal capacity as citizens or office-bearers of various non-political bodies.
  3. Whenever some agency/organization wants to conduct an opinion poll, the workers or camp followers are advised to express their opinion in the maximum number and thus an attempt is made to create the impression that a vast majority of the people supports their ideas or programmes.
  4. Such newspapers and other publications, which apparently look to be independent but are in reality party organs, are sent to the intellectuals, writers, leaders of public opinion, educationists, etc., free of cost, with a view to turning their opinion in favour of the political party.

(e) *Public Welfare*

Some political parties try to gain public sympathies by launching various schemes/projects for the welfare of the people. Notable examples include establishment of hospitals, mobile dispensaries, educational institutions or destitute homes. Party workers are sent to hospitals to look after the needs of the sick. Likewise an effort is made to provide relief promptly to the persons affected in national calamities. All these activities aim at gaining the sympathies of the public.

## 2.5 PR Through Corporate Sponsorships

Business enterprises undertake many activities for the welfare of the community with commercial objectives in view but without having a direct bearing on the business of the company. Corporate sponsorship encompasses all such activities. We do not know when and how the practice began. But we see a beginning of the corporate sponsorship, as understood and practised today, at the advent of the present century in a distant continent, i.e. America, and the man who can be credited for introducing "human aspect" in normal business activities is Ivy Ledbetter Lee, a name familiar to all PR practitioners.

Ivy Lee always tried to make business a human affair. He was the first man who, we can say, started in a systematic manner the use of corporate sponsorship techniques for improving, in a discreet manner, the image of the companies he worked for.

Sponsorship is the modern form of patronage, industry replacing the wealthy benefactors of the past. Since nobody wishes to gain an award from a disreputable or even an unknown or undistinguished patron, it follows that those who make public awards need to be reputable and well-known. Consequently, sponsorship bears a mark of approval which is good PR in itself.

If we look around, we find innumerable number of hospitals and institutes being run by various industrial, trade and business houses. Perhaps, many of us have heard about *Madina-tul-Hikmat*, an institute for higher learning and research in *Tib* or the indigenous system of medicine, set up by the Hamdard Foundation for promoting the *Unani* (Greek) system of medicine through regular classes/courses.

Hamdard Foundation is sponsoring, for the last many years, a regular campaign, styled *Aawaz-e-Khalq*, for promoting healthy habits amongst the citizens and for eradication of vices from the society. The campaign makes use of all media, including mass and little, for transmitting specially prepared messages to the target audience. Hamdard Foundation also regularly organizes lectures on topics of national importance in the major cities of Pakistan, which are attended by a cross section of the people.

The activities of Hamdard Foundation have, over the years, earned a good name for the organization. Actually, everything done by a company or by any department or employee contributes in some way to its identity/personality and the public perception about it. In the case of Hamdard, its activities and actions have earned a good name for it and people consider it to be a benign enterprise.

### *Reasons*

There are many reasons for sponsoring, but generally there is a PR element, if not the main purpose, which promotes understanding and goodwill. The main reasons for sponsorships are:

- a) To augment the advertising campaigns through publicizing the company or its products which will often get wide coverage by the media.
- b) To assist the marketing policy
- c) To show a sense of social responsibility.

Some years ago, Japanese products were not reportedly so popular in some of the Far Eastern countries, but a programme of sponsorships and charities helped to create a better trading climate for the Japanese products in the Far Eastern countries.

#### *5.1.1 Forms of Corporate Sponsorships*

Corporate Sponsorships can be classified into two main forms:

- (i) Visible Sponsorships
- (ii) Invisible Sponsorships

##### *(i) Visible Sponsorships*

Special campaigns, support to hospitals, universities/colleges and initiation of community welfare programmes (some notable examples of which have been given in the previous pages) are not the only forms of visible corporate sponsorships. Its other notable forms are:

- (a) Publications
- (b) Educational activities
- (c) Literary and cultural activities
- (d) Open houses
- (e) Awards
- (f) Utility services
- (g) Sports
- (h) Social causes

##### *(a) Publications*

Publications the maps, diaries, guide books, year books and technical works are brought out. Often these are sold as legitimate commercial publications. Some companies have sponsored books, bearing only slightly, if at all, on the firm's business. Various firms

print booklets explaining religious injunctions or traffic rules and arrange for their free distribution. Some organizations sponsor paintings or other exhibitions. However, it is the character of the business is what matters — clearly an art dealer or a publisher can and should do what a hardware firm cannot.

(b) *Contribution to Education*

Large groups, sometimes, provide substantial funds to universities and technical colleges, both to foster their own reputation in the education world, which can in turn influence informed opinion elsewhere, and also because they themselves need educated technical hands to run their industries.

(c) *Literary/Cultural Activities*

A large number of firms sponsor literary and cultural functions. We see some firms organizing 'Mushairas' or staging plays or extending help in the launching of new publications. Popular form of support to literary activities is through release of advertisements or bearing the expenses for receptions/dinners etc. Most of the plays broadcast/telecast by the electronic media, in particular the TV, are sponsored by various firms and the names of the sponsors or their products are beamed in between, before the start or at the end of the play.

(d) *Open Houses*

Open houses provide good opportunities to make the people familiar with the achievements of a company and the contributions it was making for the welfare of the community. Some enterprises declare a few pre-notified days every year to be Open Houses when anyone from the community could visit its facilities. The drill for such occasions should be meticulously planned: What has to be shown to the public and by whom? What sort of gifts or brochures have to be given to the public? Are any refreshments to be served? These are some of the questions which should be decided in advance. If the company has achieved any distinction or its engineers have succeeded in inventing/making a new product or if it was contributing to the public welfare, in any form, efforts should be made to make that the focus of public attention.

(e) *Awards*

The services of persons, who make singular contributions in the success or growth of an enterprise, should be adequately recognized. Award distribution ceremonies provide the best opportunity for doing so. Care should be taken to invite the families, friends and associates of the award winners to such functions.

(f) *Utility Services*

Some organizations make arrangements for providing utilities to the public or their employees and friends. Often such utility services do not have and bearing on the main business of the organization. Petrol pumps being run by the Police Foundation in Lahore



are a good example. Whatever the public image of the police may be, the people are convinced that they get a good measure and undiluted petrol at stations managed by the Police Foundation.

The CSD Stores run by the army is another example. It is well known that CSDs not only provide goods at fair rates but also help in creating a good image of the Army amongst the public, i.e., that the Army cares for its employees and chalks out plans for their welfare which, in turn, helps in recruiting people and give Army the image of a begin employer.

(g) *Sports*

Many enterprises finance sports activities. The desire for promoting sports in the community and providing the youth an opportunity for healthy pass-times may generally lead the companies to the arena of sports.

(h) *Newspaper Supplements*

Newspapers bring out supplements on national days or other events of significance. Generally, these supplements are sponsored by enterprises through advertisements. Often, big business houses manage publication of supplements on the occasion of launching of a new factory or office or project and try to exploit the occasion for highlighting their achievements/products/services.

There are many other forms of visible sponsorships, but for the sake of brevity, we have restricted ourselves to only the major forms currently in vogue in Pakistan.

(ii) *Invisible Sponsorships*

Quite a large number of companies in Pakistan, including medium and small sized ones, give donations to religious groups or political parties with the avowed objective of winning their favour. In most of the cases, such donations are not publicly announced for obvious reasons.

Big business houses, sometimes finance different political groups in a clandestine manner so that whosoever wins, their interests remain protected. But, the companies concerned try to conceal such donations for fear of victimization from one group or the other. As regards donations to religious groups, no company would like to give the impression that it supports the activities of a given group as against the others for fear of retaliation from the clients/customers adhering to other ideologies or beliefs and hence they prefer to do so incognito.

There are many other examples of invisible sponsorships where companies try to buy the loyalties of influential groups, state minions or policy-makers.

Public Relations is based on integrity, honesty and good moral standards and any wrong on unethical practice cannot be termed as PR even if it may be financed by some company. Shady deals or practices ultimately earn a bad name for the enterprise and thus may cause irreparable damage to it.

### 3. SELF-ASSESSMENT QUESTIONS

1. Why the trend for setting up in-house PR departments is increasing among both official and non-official organizations? Comment. What are the main factors that determine the size of an in-house PR department of an organization?
2. Write a note on the kinds of PR in vogue in the world today.
3. Write a note on the industrial, commercial and financial PR.
4. Write a note on Political PR and how propaganda techniques are used by political parties to achieve their aims?
5. What do you understand by corporate sponsorship? What are the popular forms of corporate sponsorship and the main reasons that prompt organizations to engage in it?

#### 4. SUGGESTED READINGS

1. Voice of the People — Reading in Public Opinion and Propaganda: Reo M. Christenson and Robert O. McWilliams - McGraw - Hill Book Company, New York, 1982.
2. Public Relations in Pakistan: Alauddin Masood - Ahsan Publishing House, Islamabad, 1993.
3. Public Relations - Potential and Prospects: Alauddin Masood - Ahsan Publishing House, Islamabad, 1996.
4. Public Relations in Action: Robert T. Reilly - Prentice Hall Inc., Englewood Cliffs, New Jersey, USA, 1981.
5. Public Relations: Herbert Lloyd - St. Paul's House, Warwick Lane, London, 1970.





# **Origin and Development of Public Relations in Pakistan**

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## 1. OBJECTIVES

After studying this unit, you should be able to:

1. Explain the origin of Public Relations in Pakistan.
2. Explain the status of PR discipline, especially that of official PR after independence.
3. Evaluate the prevailing PR environment in Pakistan.
4. Describe corporate image of organisations.
5. Visualise those features which are responsible for the failure of PR programmes in Pakistan.
6. Explain internal and external PR operations in the country.

## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 Origin of PR in Pakistan

Like other parts of the globe, in the areas now constituting Pakistan, PR was practised in one form or the other, even thousands of years ago.

The rulers of South Asia sub-continent made use of rocks and specially constructed monuments to convey royal proclamations and decrees and/or to highlight their achievements. The royal proclamations, the words of wisdom and achievements of some rulers of the bygone days can be seen carved on some rocks near Mansehra, Gilgit and other areas in the northern Pakistan even to day. Ashoka's (about 300 B.C) royal decrees appear on a rock near the present city of Mansehra in NWFP. The main purpose of these carvings on rocks/monuments was the desire of the ruler to keep a constant channel of communication, and thus a sustained understanding, with the public. Even today the main job of a PR practitioner is to promote mutual understanding between his organization and its public/clientelle.

When we go through the pages of history, we find that the Muslim rulers of South Asia sub-continent had appointed *Waqā-i-Nawees* (scribes) throughout India for keeping them informed about the opinions and sentiments of the public and also about the general state of affairs in the country. These scribes kept posted information to in order the emperors to enlighten than about the important happenings in their province/region. The scribes worked directly under the ruler and also reported to him on the conduct and general behaviour of the provincial/regional governors/officials, including army commanders. The daily feedback or summary of important news, views, comments etc appearing in the Press, prepared by information officials today for senior functionaries of the state is the improved form of the reports sent by the scribes to the emperors or the kings. In his famous book *Ain-i-akbari*, Abu-el-Fazal writes that the system of "Waqā-i-Naweesi" existed in India even before the arrival of the Mughals, but Emperor Akbar the Great (1558-1605) recognised its lofty objectives and perfected it.

We can deduce from the above two examples that the history of Public Relations in the areas now constituting Pakistan is quite old and some people have been engaged here in activities which even today form an essential component of the overall job of a PR practitioner. However, a widespread use/application of the public relations activities, as now generally recognised, took roots in the beginning of the twentieth century when some British firms used PR techniques not only to build-up a good image of their organizations but also to boost up the sales of their products.

Earlier, the British Government in India had established Public Relations offices at the Provincial level to keep the public informed about the official policies, welfare schemes and development plans launched by the government, while at the same time keeping itself fully informed about the views and reactions of the public to various official policies/measures. The Provincial Public Relations/Information Departments also performed protocol functions and administered the Press Laws and issued official advertisements. However, at the central level we see a gradual and systematic beginning of the official PR activities when during the World War II the colonial government decided to set-up an Inter-Services Public Relations Directorate (ISPR) for motivating the natives to join the Armed Forces and, for keeping up the esteem and morale of the Indian soldiers in the British Army. Later, Press Information Department and the Department of Advertising, Films and Publications were set-up at the centre.

During the same years, some commercial companies, particularly those marketing vegetable ghee and tea appeared on the scene, striving through mass media and street demonstrations to attract the masses to their products. The employees of those companies offered tea and snacks fried in vegetable ghee to the people gratis. This also used commercial films for inducing the people to take tea and for persuading them to abandon using the "ghee" prepared from animal fats. These films highlighted that the "ghee" prepared from butter or animal fats was extracted (by the natives) under extremely unhygienic conditions while vegetable ghee was prepared and packed by machines strictly conforming to the health laws and observing a high standard of hygiene. As regards tea, the films conveyed the message that the use of tea has a soothing effect in summer, and that it keeps the body warm in winter. Such was the state of affairs in the domain of PR in the South Asia Sub-continent till 1947. We can therefore, say that modern PR practices had just started here when the British left India and when two independent and sovereign states of Pakistan and India appeared in the Sub-continent in the middle of August 1947.

## 2.2 Status of Public Relations after Independence

At the time of Independence, a pre-dominant number of professional staff of the PR establishments, both in the public and private sector, comprised of non-Muslims who preferred to stay in India and serve there. Although the provincial governments in Pakistan had their own PR/Information set-ups, but their non-Muslim staff also migrated to India en-masse. The Government of Pakistan had therefore to re-organise and strengthen the Provincial PR/Information departments on priority basis and also establish at the Federal level Press Information Department, Radio Pakistan and the Department of Advertising, Films and Publications. This was an uphill task as there was dearth of qualified and trained staff.



## 2.3 PR Network in Pakistan

Every successive government in Pakistan recognised the importance/need for moulding the public opinion through public relations/publicity. Consequently, the operations/functions of PR/Information departments were gradually expanded to many new areas. A brief account of the PR/publicity network that now exists in Pakistan, along with its activities, is given under two separate headings, viz:

- (a) *Official PR/Publicity*
  - i) Internal PR/Publicity
  - ii) External PR/Publicity
- (b) *Non-official PR/Publicity*

### 2.3.1 Internal PR/Publicity

The Federal Government conducts internal PR/Publicity through the following organisation:

#### a) *Press Information Department (PID)*

It is one of the important and effective departments of the Government and it not only suitably projects the policies, plans and development efforts of the Government but also keeps a constant liaison with the newspapers/magazines and the working journalists. Other notable functions of this department include release of official advertisements, conducting of research, preparation of initial drafts for the speeches to be delivered by the Head of the State (President) and the Chief Executive of the country (Prime Minister). It also prepares a daily press summary, containing important news reports and editorial comments/columns/articles/letters to the editors on matters of national significance, for circulation amongst the top hierarchy of the country.

#### b) *Directorate of Films and Publications (DFP)*

This Directorate, which was known as the Directorate of Advertising, Films and Publications till mid-sixties, was considered to be one of the most effective PR/publicity organs of the government. However, with the introduction of TV in 1964 and transfer of the advertising wing to the Press Information Department, this department could not maintain its erstwhile pivotal and dignified position. However, it is still playing a very important role and it specializes in the preparation of documentaries, news documentaries, news reels and all sorts of publications. It brings out a number of regular magazines and also publishes well researched and documented material on issues of national significance, including an Official Handbook depicting progress in various sectors, for circulation both within and outside the country. In short, DFP is one of the main sources for printing and

supplying publicity/information material, including pictorial both within and outside the country.

c) *Pakistan National Centre (PNC):*

The department was established in 1964 under the name of Pakistan Council for National Integration, but its nomenclature was changed to Pakistan National Centre, in 1972, because of the exigencies of the time and the emergence of an independent state of Bangladesh. The Centre arranges lectures, seminars, symposia and group discussions on subjects of national importance. It has 30 branches, called centres, one each in all important towns/cities of Pakistan. Each Centre has a well-equipped library whose membership is open to all citizens of Pakistan.

d) *Directorate of Research and Reference:*

It identifies major problems facing the country and suggests their possible remedies. It used to be a very efficient and effective organization till early 70s but it seems to have become a victim of indifference and apathy these days.

e) *Radio Pakistan:*

Initially, established as an attached department, Radio Pakistan was converted into a corporation on 19th of December, 1972. This is one of the main PR/publicity organs of the state in a country where over 70 percent people are illiterate. The corporation broadcasts news bulletins in national and regional languages and also programmes aimed at creating a better awareness amongst people about various issues. It is the sole source of entertainment for a large majority of the people, particularly those living in the rural areas of Pakistan.

f) *Pakistan Television Corporation (PTV):*

It made its debut in Pakistan in 1964 when Television Promoters Company started experimental telecasts. The company was converted into a limited company in 1967 under the nomenclature of Pakistan Television Corporation. The Corporation has five stations, one each at the Federal and Provincial capitals. The Corporation is entirely a government-controlled/owned company. Over the years television in Pakistan has emerged as the most powerful medium for bringing about the desired change in the attitudes of the people through its programmes. The PTV enjoyed a monopoly till 1990, but it is now facing a severe competition from the Network Television Marketing (NTM), a private sector company which started its regular transmissions on July 17, 1990 by acquiring rights for this purpose from Shalimar Recording Company. As on 30th of May, 1996, NTM was telecasting programmes from 10 stations located in major cities of Pakistan. The emergence of NTM has created a healthy competition in the field of

popular entertainment and resultantly the programmes of both the networks have tremendously improved.

g) *National Press Trust (NPT):*

The National Press Trust used to publish two English newspapers (dailies Pakistan Times and Morning News) and two Urdu newspapers (dailies Mashriq and Imroze) for promoting healthy traditions of journalism in the country and also for moulding public opinion and for keeping the people favourably disposed towards the policies of the government. In keeping with its policy of privatization, the Government of Pakistan decided on March 27, 1991, to privatize the NPT newspapers, except the Pakistan Times. However, in a subsequent meeting held in January 1994, it was decided to privatize all newspapers without any exception and consequently the Pakistan Times was handed over to a private group on 22nd of May, 1996.

h) *Miscellaneous Departments:*

The authorities and the people in Pakistan are now fully aware of the importance and potential of PR as a tool of managing affairs amicably and almost all organizations, including autonomous and semi-autonomous bodies worth their name, have regular PR outfits of their own. Notable among such bodies are WAPDA, PTDC, TDCP, PIA, State Bank, IDBP, PICIC, ADBP, CDA, KDA, Pakistan Railways, Pakistan Steel, State Cement Corporation, OGDC, Sui Northern and Southern Company, Seed Supply Corporation of Pakistan, Attock Oil Company, Population Planning, National Savings Directorate and National Highway Authority etc.

### 2.3.2 *External PR/Publicity*

The basic aim of external PR/publicity is to project abroad a positive image of the country, its people and culture as well as to create an increased awareness about Pakistan's policy goals, its endeavours for socio-economic development and for promoting peace within and outside. Though it is not the main objective, but efforts are also made for attracting foreign investments in Pakistan, boost-up tourism and sale of Pakistan products.

It is the responsibility of the Ministry of Foreign Affairs and Pakistan's missions abroad to maintain, at official level, an overall good image of the country. But it is imperative that cordial friendly relations that exist between Pakistan and other governments be diversified to their mutual benefits so that a reflection of good relations is found in all walks of life. This vital job is handled by the External Publicity Wing (E. P. Wing) of the Ministry of Information and Broadcasting through its over 20 Information Sections abroad. The Information Sections, which are attached to Pakistan's missions in major

countries, cultivate good relations with leaders of public opinion, intellectuals and the working journalists and facilitate, as and when required, their visits to Pakistan. The E. P. Wing is also responsible for removing mistrust and suspicions about Pakistan by providing factual information in addition to counteracting negative propaganda. It also prepares a feedback on the general views of the people and foreign media on various issues of interest to Pakistan.

### 2.3.3 *Public Relations of Private Sector*

In Pakistan, PR in private sector is still in its infancy. Most of the medium and small-size business/trade/industrial companies do not have a well defined PR programme. Wherever PR outfits exist emphasis seems to be on cheap publicity and fostering friendship with the representatives of the media. PR officials of some companies also get commercial films prepared, release advertisements to the friendly newspapers/journals and print leaflets, booklets, brochures, annual reports and house journals etc. However, PR staff in the private sector generally seems reluctant to adopt innovative and/or psychological approach which can yield better and quicker results. Some PROs are incapable of clearly determining the PR needs and goals of their organisation and recommend steps in carrying out the project. However, one learns only through experience and gradually acquires maturity in counselling/management.

The managements of some organizations think that the sole job of a PR person is to project 'the boss' or to do some odd jobs for him or the company. They think that like other modern outfits, it is prestigious to have a PRO but seem reluctant to assign him/her any meaningful role in the organization. Generally, people working as PROs in the private sector are not qualified or trained for those positions and anyone who is found redundant in the organization is given this position. Despite lack of interest, future of public relations in the private sector is quite bright.

Managements now fully realize that in this era of severe competition an organization must not only be efficient but its efficiency should also be recognized by the intended publics. It is also now acknowledged that PR is important not only to the business but also to the government which comes to power and remains at the helm of affairs until it enjoys popular support. Hence, both the government and the enlightened industrial/commercial organizations try to keep the public opinion in their favour by launching suitable programmes of public relations aimed at convincing the people that their motto is larger good or welfare of the people and that their programmes/policies and products are better than those of their competitors.

Resultantly, the importance of PR practitioners, both in the public and the private sectors, has also increased in Pakistan. The day is not far when all big organizations in

Pakistan will have a strong and efficient PR programme manned by persons quite senior in the hierarchy, as is the case in the developed countries.

## 2.4 Corporate Image of Organizations

Although the need and importance for efficient PR programmes practices are now being increasingly felt by the organizations in Pakistan, as stated in the preceding paragraphs, yet many concerns, including those engaged in commercial activities, seem reluctant to set up regular PR departments of their own. It is therefore necessary to have a look at the corporate image of organizations which have PR programmes practices viz-a-viz those which do not have any such programmes.

### 2.4.1 *Image of Organizations that without a PR Programme/Practice*

#### *Hypothesis No 1:*

*An efficient PR programme is a must for keeping the employees of a firm motivated and for sustaining its good image among the "publics", otherwise despite quality products or better service its clientele may get dissatisfied and gradually switch over to other competitors in the field.*

The corporate image of organizations that do not have a PR programme practice leaves much to be desired viz-a-viz the organizations that have such a programme. Even employees of organizations that do not have a PR programme speak very highly about their concerns. Most of them feel bored and resultantly do not give their best. They see things going wrong but do nothing about it. They often seem reluctant to find solutions to problems. They talk about office problems with friends and acquaintances but not with those who matter in the organization. The 'public'/clientelle of such organizations is also not very happy with them. They often complain about discourteous behaviour and incompetence of the functionaries of such organizations and hold them, particularly in the case of nationalised industries, to be directly responsible for shortfall in targets/production schedules.

### 2.4.2 *Image of Organization where PR is a "Staff" Function*

#### *Hypothesis No. 2:*

*"Corporate image/reputation of organizations/firms where PR is just a "Staff" function leaves ample room for improvement."*

Organization having a PR programme can be divided into two types on the basis of their programme and how they view the role of their PR manager/executive — whether they consider it to be a "Staff" function where PR executive has only an advisory role or a "Line" function where PR manager has a command role. Every organization has its own peculiar needs and it is therefore the best judge to decide for itself and tailor a programme best suited to its needs.

Some organizations do have a PR programme and entrust it to one of their executives who works in a Staff position. However, the rest of the employees, including the members of the Board and senior executives consider that PR is none of their business and whatever has to be done in this field should be done by the concerned executive who has been officially designated for the job. This approach is not sound. In an enlightened company, PR is understood and applied by all employees, particularly by the members of the Board and senior executives.

The image of an organization largely depends upon the way its functionaries, by and large, deal with their "publics". If they are courteous, polite, good mannered, efficient and hardworking, its image will be generally good. On the other hand, if they are rude and ill-mannered and do their jobs perfunctorily the public/corporate image will not be good. As the satisfaction of the customer is one of the main objectives of the business, hence firms where PR is left exclusively to the executive specifically designated for this job leaves ample room for improvement. A case in point the various development agencies like KDA, LDA, CDA etc. which consider PR to be a "Staff" function. Although the people are convinced that these organizations are doing a good job but still consider them to be inefficient and corrupt.

#### 2.4.3 *Image of Organizations where PR is a "Line" Function*

*Hypothesis No. 3:*

*Corporate image of organizations where PR is a "Line" function is better and the public prefers to do business with such concerns.*

Dynamic, successful and growing organizations look at their activities with a PR eye. They know that public relations in action has many facets — relations with employees and their organizations such as trade unions — with suppliers — customers — consumers — shareholders — the community — government departments and the vast range of influence moulders, such as the mass media of communication, teachers and known figures in various professions.

#### 2.5 **Why PR Programmes Don't Give Desired Results?**

The management in certain cases, however, still fails to comprehend that the results of a PR programme depend upon its actual conception and execution. If the programme is evolved after thorough consideration and determination of the policy objectives and goals and launched in a sustained manner by a team of dedicated and qualified PR practitioners, it will prove to be a boon for the organization, otherwise it may become a bane for an times to come.

Generally, PR programmes, launched both in the private and public sector, are not giving desired results because either these are being practised by the novices or are conducted mostly on strategies and ideas borrowed unthinkingly from the West.

The PR practitioners in government service generally devote their time and energy for publicizing the "Boss" or the routine meetings and/or in preparing feedbacks. Sometimes, the governments assign the job of image building to one or the other foreign lobbying/advertising firm, but without any tangible results because naturally a foreign firm not fully aware of the psyche, social taboos and aspirations of the people, cannot give good results.

The managements of some public sector organizations think that the sole job of a PR man is to project the boss or to do some odd jobs for him or the organization. They seem reluctant to assign any meaningful role to the PRO. However, the tendency of assigning this job to some one thought to be redundant in the organization now seems to be decreasing and this illustrates, as do a host of other factors, that the awareness about the usefulness of the Public Relations is increasing in our society.

As regards PR in the private sector, it is still in its infancy. Most of the medium and small size business/trade/industrial concerns do not even have a well defined PR programme. Wherever PR outfits exist the emphasis seems to be on cheap publicity and fostering friendship with the representatives of the media or winning over some influential groups of their respective "publics", often through practices not so transparent/desirable. Further, the PROs of the sort often work as junior officers with no say in the framing of the policies. Naturally, they are seen performing all sorts of odd duties for the management but fail to advise it on how best to achieve policy goals and objectives. How to have harmonious relations amongst the employees? How to win the loyalty of the employees and give a boost to its sales? How to use PR in crisis situations for achieving positive results, and so on?

Initially, the fault lies with the organization which hires a PRO but does not give him/her a clear list of goals and objectives. Then with the PROs who, in most cases, being unqualified and untrained, are unable to give tangible results. What we need today is a dedicated team of qualified and experienced crisis managers who should be capable of programming the determination of needs and then define goals and recommend steps in carrying out the project. We therefore need to change the orientation of the PROs and also convince the chief executives of the need to carry the people along while deciding matters/issues concerning or affecting the public.

#### 4. SELF-ASSESSMENT QUESTIONS

1. The history of public relations is as old as the history of civilization. Comment.
2. Write a detailed note on the advent of modern PR in the Sub-Continent.
3. Write a note on the evolution of PR discipline in the areas now constituting Pakistan.
4. Write a comprehensive note on the Islamic traditions in PR practices.
5. Write a note on the need for efficient public relationing in a democratic set-up.
6. Write notes on any two of the attached departments of the Ministry of Information and Broadcasting.
7. Why PR with foreign countries is considered to be important? Which of the agencies/departments perform this role on behalf of the Government of Pakistan? Are you satisfied with Pakistan's image abroad? How Pakistan's image can be improved in foreign countries?
8. Why organizations should not only be efficient, but to survive and grow they should also look to be efficient?
9. The importance and need for PR automatically grows with the increase in competition and as a result growth of trade and business activities, comment.
10. Write a note on the importance of Internal PR for an industrial organization.
11. Write a note on the general attitude of Pakistani leaders towards PR and the PR practitioners.
12. Why PR programmes do not generally give desired results in Pakistan? How can the situation be improved?
13. How should a campaign for winning the support of the public in favour of a project be launched? Why public opinion is split on the Kalabagh Dam? Why the concerned agencies have not been able to convince those opposed to the Kalabagh Dam of the dire necessity of the dam for the future growth and development of the country?



#### 4. SUGGESTED READINGS

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Unit 5

# **Planning Public Relations Programmes**

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## 1. OBJECTIVES

After studying this unit, you should be able to:

1. Know why logical and timely planning is considered a must for PR programme;
2. Explain the various steps involved in a PR campaign;
3. Adopt various research and survey techniques to collect data about the public image of an organisation;
4. Convert negative attitude of publics towards your organisation into positive one;
5. Define publics and find out methods for reaching them and to;
6. Adopt the ways and skills for preparing budget for a PR programme.

## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 Advantages of Planning

The success of PR programmes largely depends upon their planning. Timely planning is often regarded as the soul or life-blood for PR efforts. Without planning, PR practitioner would have to operate on adhoc or day-to-day basis, striving for new things while many tasks may yet have remained unfinished. His/her condition would be like a person who does not know to which port he/she is sailing and therefore no wind would be favourable to him/her. It would be very difficult for him/her to measure the results at the end of a term and show what had been done and with what results. All qualified and professionally sound PR managers, therefore, plan their programmes whether these be for long term (say for a year's work) or for a short term (brief event) before launching a PR campaign. The notable advantages/benefits of planning PR programmes are:

1. It helps in *assessing* the results against the pre-determined targets.
2. It helps in estimating the working *hours*, manpower requirements and also the costs involved.
3. It helps in fixing/assigning *priorities* for controlling the *number* as well as the *timing* of different operations.
4. It helps in deciding the feasibility of carrying out various programmes for achieving the given *objectives* according to the availability of appropriate *staff* and necessary *equipment* such as PCs, desk-top-editing, tele-fax machines, cameras, and/or vehicles in addition to adequate *budget* with a view to ensuring the proper and timely execution of the programme.

### 2.2 Ten-Point Planning Model

Scarcity of the resources often forces us to resort to constraints. Therefore, prudence demands that we plan our expenditure, make a judicious use of the available resources and try to obtain the best possible results at the minimum possible cost. The generally accepted PR planning model encompasses:

1. Assessment of the situation
2. Isolation of the problem
3. Establishing policies
4. Extending in-depth research
5. Determining objectives

6. Defining publics
7. Development of a plan/selection of media and the techniques
8. Planning of a budget
9. Execution of the Plan
10. Assessing results

### 2.2.1 *Assessment of the Situation*

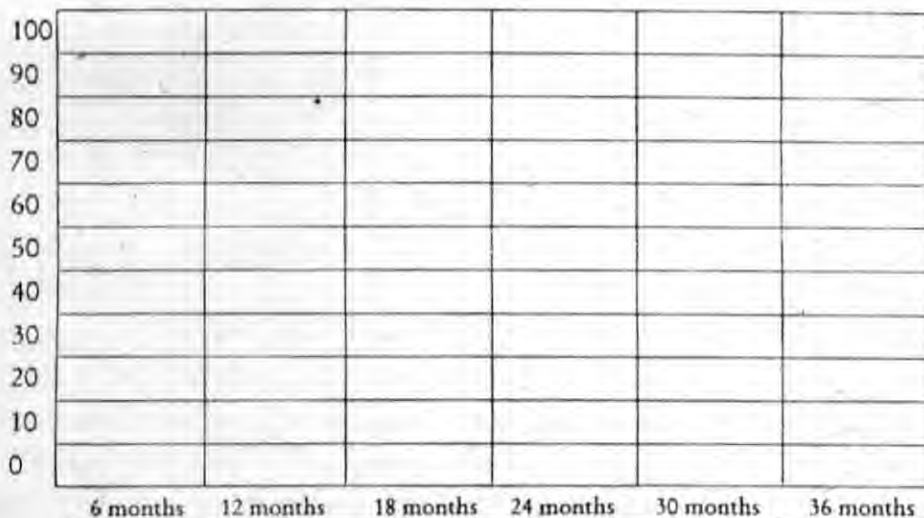
Before chalking out/formulating a PR programme, it is necessary to be clear about its starting point as without having a clear perception about the public esteem or the current "image" of an organization, it would not be possible for any PR practitioners to chalk out an appropriate programme and/or recommend measures/considered necessary for improving the public image/rating of his/her client.

The current image of any subject can be found out by collecting necessary relevant data. This can be done through five questions, four starting with "W" and one with "H". (However, the questions asked by PR experts are different from the six generally put by the journalists to make their stories/despaches about various events/happenings more comprehensive.) These questions are: What image do the "publics" have of the concern/organization (i.e. subject) for which it is proposed to chalk out a PR programme? In other words, where does it stand in the public esteem at that time? What do people know or not know about it? What are their areas of misunderstanding — hostility, prejudice, apathy and ignorance etc, if any? What are the causes for the negative attitudes about the concern (subject) and finally, how these can be converted into positive ones?

### *Importance of Primary Research*

Primary research is essential for making an assessment about the corporate image or goodwill that an organization enjoys amongst its "Publics". Although research involves expenditure, but it is an investment — rather insurance — in success. However, efforts should be made to keep the expenditure on research on a modest side and it should not be, in any case, very high.

The research method most frequently used for PR purposes is the opinion poll where a sample of people, i.e. representatives of the particular "public" are interviewed and their attitudes are studied from the responses furnished by them. From the information/data thus collected percentages are worked out of the people of different kinds holding certain views. The sample can be made up of men, women, married, single, in different age groups or social strata.



Graph showing results of opinion polls conducted at six-monthly intervals

The result of the first survey would give an assessment of the corporate image of the organization prior to the launching of a PR programme. As the programme proceeds and progresses, similar surveys can be carried out at suitable intervals, say after every six months or so, to monitor changes in the opinions/attitudes of the people. However, the people questioned should be relevant. For example, the respondents for a fertilizer or insecticide company should be the tillers/farmers or the dealers/stockists, while for baby food these could be mothers or would be mothers, doctors, nurses etc.

*Other Methods*

In addition to the opinion polls, other methods of assessing/appreciating the situation may include:

- a) Press cutting, broadcasts or telecasts, monitoring reports.
- b) sales figure trends;
- c) state of competition and effects of imports;
- d) share price, stock market opinion, dividends and balance sheet;
- e) industrial relations situation;
- f) customer complaints;
- g) effects of price changes;
- h) economic/political situation and
- i) attitudes of opinion leaders.

**2.2.2 Isolation of the Problem**

The exact problem, its nature and extent and also main reasons for the existence of the problem can be determined with the help of the information/data collected through sample surveys or from studies and analysis carried out with the help of the indicators given above. Generally, four negative attitudes of the "Publics" towards the organization

may emerge. These may be hostility, prejudice, apathy and ignorance.

Negative situation		Positive situation
Hostility	----- >	Sympathy
Prejudice	----- >	Acceptance
Apathy	----- >	Interest
Ignorance	----- >	Knowledge

PR is not necessarily about trying to make others believe that we are the best. Creation of tolerance may be one of the PR objectives, but it is difficult to make people tolerate something which is not properly understood, in particular in race matters. Knowledge creates understanding and the principal objective of PR is creating understanding.

The primary aim of a PR programme should be to convert the negative attitudes, if any, into positive attributes — hostility into sympathy, prejudice into acceptance, apathy into interest and ignorance into knowledge. But before making an attempt for bringing about a desired change in the attitudes of the people, one should try to find out the exact nature/degree/magnitude of the negative attitudes, if any, existing about a subject.

- (a) *Hostility*: We can assess the extent of hostility by ascertaining:
- i) To what extent does enmity exist?
  - ii) What forms does it take?
  - iii) Why does it exist?

We can then devise PR programme in the light of information/data to change enmity into sympathy. However, while formulating a PR programme the background, educational level, socio-economic status, religious attitudes/beliefs etc. of the target groups/publics in addition to peer pressure, if any, on them should also be kept in mind.

- (b) *Prejudice*: The main cause of prejudice could be heredity; educational, religious, social/class influence; or could be environmental or simple misunderstanding. Prejudices can be turned into acceptance by disseminating correct and authentic information. Sometimes, even sheer necessities of life force people to accept some idea/belief/commodity for which they had some prejudices in the past. People in Pakistan used to prefer, at one time, the products manufactured by the English/European companies. But, over the years, for one reason or the other, their attitudes have changed and now they willingly buy products made by local companies or the



ones located in some Asian countries. Example—British or American cars have been replaced by Japanese cars. Till mid-fifties, the people of Pakistan had been using butter oil (*Desi Ghee*) for cooking etc., and the vegetable oil was considered to be no match to the butter oil. But, people now prefer vegetable oils having minimum chances for increasing cholesterol levels amongst the users, due to change in life styles and think that the butter oil can create many health complications. Actually, people resist every change initially, but gradually they accept the new idea and in some cases also become its enthusiastic supporters.

*Apathy:* Lack of interest can be due to various factors including lethargy, selfishness or failure to present something in an interesting or persuasive manner. Such an attitude can be changed by synchronizing the interest of the public with that of the client company or concern. According to Ivy Ledbetter Lee, "the secret of successful PR information is that it must coincide with the interest of the recipients."

- (d) *Ignorance:* We are living in a world of severe competition where people are very busy. Further, there is proliferation of information and new inventions or discoveries are taking place every day. An average citizen does not know much about these innovations, particularly in overseas markets people do not know about many new products or their makers. So to be successful in a busy and competitive world, we have to compete for a place in the minds and memories of the people by transmitting them information on a continuous and regular basis.

### 2.2.3 *Establishing Policies*

After determining the problem, its nature/extent, reasons/causes etc, policy guidelines or strategy for bringing a positive change in the attitudes of the "public" through PR efforts can be formulated. The PR policy or strategy should then be got approved from the management of the organization concerned, i.e. the subject.

### 2.2.4 *Indepth Research*

We should then carry out research aimed at finding out complete information about the "public" in question, in particular their educational level, habits, religious attitudes/beliefs, hobbies, peer groups etc., and also the type of media popular among them. The pattern that emerges from the study/research will help us in determining appropriate communication techniques and media strategy for disseminating messages to the target groups, keeping in view their general traits and habits.

### 2.2.5 *Determining Objectives*

PR practitioners should then make a list of objectives after holding discussions with the

senior executives of the organization/subject. Some of these objectives can be achieved within a short span of time while others may require a sustained effort over a long period. Further, it may not require much effort and expenditure to achieve some objectives, but there may be some that may require huge investments or expenditure. Therefore, the need for fixing priorities for realizing various objectives within the budgetary allocations. Some possible objectives for a business for a business concern may include:

- a) To establish a new corporate image because the company has broadened its operations. For instance, a company making corn flakes, now produces fertilizers, cement, sugar, cloth etc.
- b) To attract the best talent for jobs.
- c) To gain credit for the achievements or discoveries or any other pioneering work.
- d) To introduce the company in new markets.
- e) To create climate conducive for a new floatation of shares.
- f) To improve community relations.
- g) To educate users/consumers about some new product.
- h) To regain public confidence
- i) To project Chairman's participation in social activities.
- j) To sponsor educational, literary or philanthropic activities.
- k) To create a better understanding among the politicians about the activities of the company.

#### 2.2.6 Defining Publics

Every organization has its own "publics". These are people or a particular section of the people who benefit, directly or indirectly, from the services offered by the concern or who contribute, in one way or the other, in promoting the sales of the organization or are its patrons/promoters. In other words, publics are those groups of people, internal or external, with whom an organization communicates. Although the publics of one organization may differ from those of another, eight basic publics are common to most of the commercial organizations. These are:

1. *The community.* This may be different from organization to organization, depending upon its communication needs and requirements.
2. *Potential Employees.* These may exist in the institutions of learning or other organizations.
3. *Employees.* These can be of many kinds representing different salary, social or ethnic groups.

4. *Suppliers.* These include both suppliers of utilities (i.e. water, energy etc.) and materials/professional services.
5. *Investors.* These include share-holders and institutional buyers of stocks.
6. *Distributors.* These include persons/firms who handle goods between the producers and the consumers.
7. *Consumers/users.* These include the persons or group of persons who actually buy/use the products/services.
8. *Leaders of Opinion.* These include persons whose opinions can help or harm an organization.

#### *Advantages for defining publics*

Defining the publics applicable to an organization is an essential component of planning a PR programme. The major advantages for defining publics are:

- a) Identification of all groups of people relative to a PR programme;
- b) Establishing priorities within the scope of the budget and resources;
- c) Selection of the appropriate media and the technique;
- d) Preparation of the message in acceptable and effective forms.

#### *Disadvantages for not defining publics*

Some of the disadvantages for not defining the publics include:

- a) Efforts and funds may be scattered indiscriminately while attempting to reach the maximum possible number of publics;
- b) The same message may be issued, irrespective of its appropriateness, to different groups of people;
- c) Work schedules and cost-effective use of working hours, materials and machinery may be lacking;
- d) If defined at all, objectives may not be achieved;
- e) Lack of results may make the client or the management dissatisfied.

The eight basic publics for the Pakistan Tourism Development Corporation could be:

1. M. Ps and the government officials
2. Distributors - travel agents, tour operators, convention organizers;
3. Transport operators - air, rail, road, sea;
4. Banks, credit card and travellers' cheque operators;
5. Hotel owners;

6. Visitors – holiday makers, businessmen, students, conference delegates, sportsmen, motorists, campers etc.
7. Opinion leaders both within and outside the country – travel writers, teachers, politicians etc.
8. Employees and potential employees.

#### *Media and the Techniques*

The growth/survival of a company depends upon the behaviour and attitude of its "publics" towards it. Internal PR is just as important as external PR. If money terms are the yardstick, the one can aid profitably just as much as the other.

The variety of communication aids is immense, but an organization will use those few methods which suit it best, depending upon its nature, size, kind/range of personnel and location. The most commonly used internal PR media and techniques include house journals, notice boards, video-tapes, closed circuit TV/Radio, face-to-face communication, phone-in-service and ideas, idea boxes, speak-up schemes, shop floor talks, work councils/committees, documentary film/slide presentation, induction literature, staff conferences and area meetings; visits by management/staff, staff events, exhibitions/displays and clubs/societies etc.

If the publics are too diverse some will have to be sacrificed, while several publics can be reached simultaneously through the mass media, i.e. daily newspapers, magazines, periodicals, radio, television etc. However, it is necessary to apply constraints in such cases and carefully select the media and the techniques for effective communication with the concerned public within the budgetary allocations.

#### *2.2.7 Development of Plan*

Development of a plan of action and the selection of the PR media/techniques should be done with extreme care. The only criterion for their selection should be their ability to give the best possible results in a given situation.

Readership figures in case of the print media and the audience rating in case of the electronic media should be kept in view while developing a plan or selecting a medium. Readership figures can be more helpful than circulation figures because some newspapers, in particular those specializing in economic and financial matters, have a small circulation as compared to popular newspapers, but a large number of readers per copy. Further, the type of persons who read financial newspapers is different from those who read general run of the mill popular newspapers. This equally applies to the programmes on the electronic media. Hence the value/quality of coverage does not depend upon the number of column centimeters (space) but the relevance of readership. For a financial/commercial/

stock market story, (press release 1) the financial newspapers could be given a greater rating/value than general newspapers. However, it would be quite reverse for a story (press release 2) on household products or consumer goods as illustrated in the chart. Hence selection of the media should be primarily based on value judgement and the technique keeping in view the significance of the event, the timings, the budgetary allocations and the popularity of the newspaper concerned amongst the given "public".

Newspaper	Press Release 1	Press Release 2
Daily Business Recorder	10	4
Daily Finance Times	8	3
Daily Dawn	9	8
Daily The News	8	7
Daily The Nation	7	6
Daily Jang	5	10
Daily Nawa-e-Waqt	5	10
Daily Pakistan Observer	3	6
Daily Khabrain	4	10
Daily Pakistan	4	10
Score	63	74

Media Evaluation chart, according to the importance of a newspaper to the sender of a particular type of press release.

#### 1. *Difference between PR and the Advertising Media*

PR media are different and distinct from the advertising media as indicated below:

- a) Advertising generally concentrates on popular daily newspapers while PR campaign is spread more widely and may also cover in addition to all national daily newspapers, the regional newspapers and the Weekly/Monthly magazines in which the company is advertising.
- b) PR practitioners deal with editors, journalists, TV/Radio producers and compares whereas the advertising experts deal with advertisement managers in the case of print media and sales managers in the case of Radio/TV.
- c) Advertising space can be bought whereas the editorial space and air time of the electronic media is not for sale and is therefore priceless and cannot be evaluated as free advertising/publicity.
- d) PR campaigns cover a wide range, while advertising campaigns are restricted. The PR media include print media, audio-visuals, exhibitions, sponsored books

(example books on the Cuisiones/cooking techniques by food/vegetable oil manufacturers), direct mail, spoken words, sponsorships, house journals, corporate identification, theatre, puppet shows etc. The PR practitioner should carefully select the media and the techniques, keeping in view its appropriateness, PR value and the likely results.

### 2.2.8 *Planning Budget*

The budget sets a discipline for expenditure and it depends upon the activities or the size of an organization. Budgeting is imperative for the following reasons:

- a) To estimate the expenditure for carrying out a PR programme.
- b) Alternatively, to learn what sort of programme can be carried out within the allocations.
- c) To measure results after the completion of a campaign.

PR is a labour intensive task, involving research, planning, determination of goals/objectives, formulation of policies and their execution, selection of the media and the techniques and assessing results. Therefore, the biggest single cost that the PR exercises usually involve is the working hours. Other major costs include machines/equipments, making of films, audio-tapes, video-cassettes, printing of information material or production of house journals. As the films/tapes or information material, when produced, will be utilized over a considerable period, it is therefore advisable to spread their cost over a number of years. However, as a policy the PR budget should be modest and it should be allocated to the various media keeping in view the value and the results likely to be achieved. Further, the entire budget should not be allocated to an single medium; it should rather be spent on various media because the experience shows that a multi-pronged strategy can always yield better results.

#### *Budget for a PR Department*

The budget for a large organization with its own PR department, may include:

- a) Salaries for PR managers, editors and other members of the staff.
- b) Building rents and other overheads like lighting, heating, airconditioning, cleaning, telephone bills, fax charges etc.
- c) Furniture and equipment (typewriters, word-processors, personal computers, copiers, cameras, office printing machines, vehicles). Normally, the cost is spread over a number of years, including in each year's budget the depreciation value.
- d) Insurance fees for vehicles, equipment, travel, pensions, private medical etc.

- e) Expenditure on Press receptions, including on the production of material, catering, hire charges.
- f) Expenditure on Staff journal(s), including on the editing, designing, photography, artwork, printing, distribution etc.
- g) Expenditure on vide/slide presentation, including on writing of script, photography, music fee, commentator's fee, production, making of copies, distribution, maintenance etc.
- h) Expenditure on preparation of documentary film/video, including writing of script, actors, music, shooting, editing, making prints and their distribution, preparation of synopsis leaflet etc.
- i) Expenditure on news releases/feature articles, including on research, writing, reproduction, compiling mailing lists, distribution etc.
- j) Photography, including shooting, blow-ups, prints, captions, card-backed envelopes etc.
- k) Press cutting service, including mounting, copying, circulation etc.
- l) Information Service, including maintaining information/distribution kits etc.
- m) Radio tapes, including interview fees, copies, distribution with scripts.
- n) Printed literature, including production of leaflets, folders, brochures, wall-charts, calendars, reports, histories etc.
- o) Sponsorships, including prizes, awards, bursaries, sponsorships, hospitality etc.
- p) Conference/Seminar, including preparation of material, catering, accommodation, hire charges, expenses, travel etc.
- q) Facility visits, including transportation, accommodation, catering, press information, materials, hire charges, expenses.
- r) Exhibitions, including display panels, blow-ups, models (mechanical, human), etc.
- s) Stationery, including letterheadings, news release headings, photo caption headings, envelopes and general stationery etc.
- t) Telephone, telex, fax.

- u) Postage
- v) Travelling expenses, including car allowance, fares, hotel bills, hospitality etc.
- w) Contingency, say about 10% of the total expenditure.

#### 2.2.9 *Execution of the Plan*

The plan should, in the first place, be launched on a pilot basis in one area/sector/town and then its results should be assessed. The shortcomings that come to light during the execution of the plan in the pilot area should be removed, modifying/improving the original plan before its execution on a country-wide or international basis. Experience has shown that most of the successful organizations are masters of PR, their leaders or officials being good communicators. In fact, to be successful PR should start at the top and the chief executive should be in effect the principal public relations officer of the organization.

#### 2.2.10 *Assessment of Results*

The research techniques indicated in the beginning of this chapter, under the heading "Logical Planning" for finding out the image of an organization before launching any PR campaign can be repeated to assess or evaluate the results, a good example being that of the opinion poll or attitude test. The methods of evaluating results are generally decided at the planning stage.

As the PR campaigns set out objectives, the results can be assessed against these pre-determined targets. (A list of possible objectives is given under the heading "Determining Objectives"). The results are often self-evident and do not require special research. One can easily assess whether the organization now enjoys better community relations, if its public image has increased, if it succeeded in attracting the public to subscribe to its new shares, if the sales staff was welcomed when it approached with a new product and so on.

#### 2.2.11 *Kinds of Results*

A PR campaign generally yields two kinds of results:

1. *Qualitative.* These include results of a PR activity that cannot be measured statistically but can be experienced. For example, the applicants for jobs are now better qualified and more proficient than in the past.
2. *Quantitative.* These include results that can be statistically measured. For example, increase in the percentage about the awareness of a company's products/services, reduction in complaints, more job applicants or frequent mention of the organization's name by the mass media.



### 2.2.12 Method of Assessment

Without assessing the results, PR practitioner would never be able to know the results and he/she would at best be working on assumptions. Hence the need to determine the cost effectiveness of PR. Some methods of assessing the results are:

- a) *By enquiries received.* The number of direct enquiries produced by the media coverage can be totalled and the value can be calculated, if the enquiries lead to sales.
- b) *By readership figures* and audience rating. It can be calculated how many people, as mentioned under the heading "Development of Plan", read the message and what kind of people had the opportunity to read/view/listen to it.
- c) *By source.* In this method, value is given to the media coverage for each press release, as already explained under the heading "Development of Plan".
- d) *By Opinion Polls.* The samples of relevant publics are interviewed after given intervals and an upward or downward trend in their opinions or the extent of awareness is measured. In case it is found that the campaign did not succeed in achieving the desired results, then the shortcomings in the campaign are identified and removed and/or the programme is changed/extended. Some of the possible shortcomings could be faulty programme, inadequate budget, wrong selection of the media or the techniques or outside influence which had contributed to the thwarting of the efforts/campaign.

It must be born in mind that even perfectly conceived and systematically launched PR campaigns cannot achieve 100 per cent results in one go or during a short span of time. Initially, there would be some improvement in the level of understanding about the concern/subject and this can be further improved with successive campaigns over a number of years. It may also be recognised that PR is not a one-time job, but a continuous process/exercise which has to be repeated because the public memory is short and also new generations are joining the "publics" all the time. Hence sustained campaigns are necessary — rather vital — for creating the desired level of understanding among the "publics".

- e) *By Statistical Feedback.* When an advertising campaign follows a PR programme, its success can be judged from the increase in the number of enquiries/sales etc.
- f) *By Media Feedback.* If the media were hostile in the past, do press cuttings or monitoring scripts of the electronic media show any change, i.e. has their attitude become sympathetic?
- g) *By Assessing Understanding.* As a result of the PR campaign, are dealers/clients now better informed about the product/services or receiving the company's sales representatives more warmly and placing more orders?

### 3. SELF-ASSESSMENT QUESTIONS

1. What are the advantages of planning PR strategies and why it is essential to find out the current image of an organization before formulating a PR programme?
2. If you are asked to chalk out a PR programme for an organization, how would you proceed? List various steps involved and briefly discussing each step.
3. What is image in PR practice? Write a note on various kinds of images.
4. How would you find out the negative attitudes pertaining to an organization amongst its publics? What steps would you take to convert these negative attitudes into a positive situation? Discuss.
5. What is "Public" in PR? What are the advantages of defining publics of an organization? List basic publics common to most of the commercial organizations.
6. What should be the criterion for the selection of the media and technique while developing a PR plan? How PR Media are different from the advertising media?
7. As PRO of a large commercial organization, chalk out the annual budget for the PR Department of your organization, indicating your needs under various separate heads.
8. How would you assess the results of a PR campaign?

#### 4. SUGGESTED READINGS

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**Unit 6**

# **Persuasion**

Written by:  
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## 1. OBJECTIVES

After going through the unit, you should be able to:

1. Comprehend the real nature of persuasion;
2. Understand/explain various uses and functions of persuasion and also the steps involved in the process;
3. Apply basic techniques of persuasion for opinion formation and change in attitudes/behaviour;
4. Avoid and overcome the constraints one may come across while engaged in persuasive communication;
5. Conduct the public relations activities in ethical manner.

## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 Definition

Persuasion refers to the process by which a person's attitudes or behaviour are, without duress, influenced by communication. Persuasion pervades over almost all human activities and it is geared to information transmission in such a way as to get people to revise old pictures (Predisposition) in their minds, or form new ones, and thus change their behaviour. To some others persuasion is seen as "Communication to influence choices". Still to others it is "a process that changes attitude, belief, opinion or behaviour".

Actually, we try to sell ideas, concepts, products etc. through the art of persuasion. Persuasion may be carried out in offices, workplaces, homes, etc. by fellow workers or neighbours.

Persuasion has been treated as an art, a craft and a science since ancient times and classical thinkers like Aristotle and Cicero devoted whole treatises to the topic. In the middle ages, it was one of the basic liberal arts which was mastered practically by all the educated men. Even the religious preachers used the spoken word to move the men to virtue. In the form of advertising, persuasion is supporting a major industry these days.

### 2.2 Components and Steps in Persuasion

The components or factors involved in the communication process are source, message, channel, receiver and destination. Source factors include the perceived sender of the communication. The "message" refers to what he says and includes style, content and organization, while "Channel" designates the medium (e.g. press, radio, television) through which the message is communicated. As regards the "receiver" factors, it refers to the persons (e.g. age, sex, etc.) to whom the communication is directed and the "destination" indicates the behaviour (e.g. voting) the communication is designed to influence.

The process of persuasion involves a series of successive steps: The communication is presented; the person pays attention to it; he comprehends the contents of the message and also the basic conclusion being urged. However, for persuasion to be effected the individual must agree with or yield to the point being urged and then finally act on it or in other words carry out the behaviour implied due to the new change in his attitude. For example, he enlists in the army, starts contributing to a charity etc.

## 2.3 Functions and Uses of Persuasion

The Public Relations practitioner uses the techniques of persuasion to:

- i) Change hostile opinions/attitudes;
- ii) Neutralize hostile opinions and indifferent attitudes;
- iii) Crystallize "unformed" or latent opinions and positive and negative attitudes; and
- iv) Conserve or reinforce positive or favourable opinions.

Altering unfavourable or hostile opinions into favourable opinions is a difficult job, however, if the message is compatible with a person's general disposition about a subject, the task of persuasion becomes easier.

To neutralize unfavourable opinions is also not an easy task. If complete change of opinion or attitude is not achievable the second most desired goal would be to render the hostile opinion harmless or indifferent. It is also imperative for an organization to know where the silent group stands.

The easiest job of a persuader is to conserve favourable opinions through their reinforcement. The public relations practitioners, however, should be very cautious and should not commit the mistake of neglecting people already in his fold. He should keep in mind that people rarely like to be taken for granted.

## 2.4 Principles and Techniques of Persuasion

### 2.4.1 Audience Analysis

For a successful persuasive communication the knowledge of audience — their social, economic, religious and political structures and values, is of paramount importance. The process of determining the attitudes of groups and then suggesting a specific mode of behaviour or appropriate communication medium is called "Channelling". Evoking concern for quality of life, need for deflating price spiral and patriotism are some of the Channelling tactics that are commonly used in persuasion.

Equipped with such basic knowledge about the target group or audience of persuasion, the message can be tailored more appropriately and effectively.

### 2.4.2 Source Credibility or Principle of Familiarity and Trust

Persuasion is more complete and successful if the source of persuasive communication is credible and trustworthy. We buy ideas, beliefs, opinions or point of views of those persons whom we believe to be more knowledgeable or expert in the concerned fields, sincere towards our interest and cause and who have impressive and charismatic qualities.

Sometimes visual symbols surrounding the person engaged in persuasive communication may profoundly enhance his credibility. A man without beard would seldom be able to impress



the audience if he talks as a religious expert, while an appropriately dressed "maulana", wearing beard and a cap, speaking in favour of family planning would easily be accepted as a credible source and his utterances would have more persuasive impact.

The attractiveness of the source to the audience generally adds to the persuasive impact. For example, if the source is a greatly admired person, people tend to pursue gratification from identifying with him or from gaining social esteem by appearing to be like him. The similarity of the source to the receiver also enhances his attractiveness and in turn the persuasive impact.

#### 2.4.3 *Appeal to Self-interest or Identification Principle*

The message must be stated in terms of the interest of the audience. If your message does not address to the psychic or economic needs of your audience it would hardly attract their attention.

The appeal to self-interest may involve a sense of self-esteem, contribution to society at large, and a sense of belonging and ego-gratification or a deduction in tax.

#### 2.4.4 *Clarity of Message*

The message should be self-explanatory and clear. The audience should be able to comprehend what you want them to do, say or believe. If the message is meant for internalization and the audience are intelligent and rational, the drawing conclusion of the message is left to them. If there is any danger that the audience may draw a wrong conclusion then it should not be left to them.

#### 2.4.5 *Timings and Context*

Selection of appropriate conditions, climate and timings is of vital importance for the acceptance and adoption of a message. Many charity drives occur during Ramazan in the Islamic world.

A good public relations practioner should sense the public's mood and try to capitalize on it. He should keep himself abreast of what media gate-keepers consider newsworthy to achieve proper publicity for his organization in the news media.

#### 2.4.6 *Audience Participation or Involvement*

Persuasion is enhanced by the active involvement or participation of the audience. For better quality and more production the suggestions should also emanate from the audience. Decisions or suggestions formulated after consulting the audience are adopted more readily and employees are also more committed to prove the efficacy of those solutions.

#### 2.4.7 *Action Principles or Hints for Action*

Action-oriented ideas and suggestions hinting at practical guidelines have greater chances of acceptance than those devoid of action and merely relying on empty appeals.

#### 2.4.8 *Contents and Structure of Message*

Content and structure of messages can also enhance considerably the rate of their acceptance and in turn attitudinal change. Both rational and emotional appeals, comprised of statistics, budget figures, civic pride of the audience, gratitude to their Alma Mater, drama, examples, testimonials and mass media endorsement are used in devouring persuasive messages. In some situations two-sided arguments, humour, the factors of Primacy (arguments presented first in the speech) and Recency (strong arguments presented near the end of a speech and conclusion — summarizing and reinforcing the speaker's point of view — can produce greater persuasive effect.

#### 2.4.9 *Persuasive Speaking*

Delivering persuasive messages through spoken words require a great deal of proficiency and professionalism. God Almighty exhorts His Prophet (peace be upon him) in Quran while engaged in persuasive dialogues, he should lay stress first on the points which are undisputable and common between him and his audience.

Psychologists suggest that persuasive impact can be enhanced through different devices like structured choice, partial commitment and asking for more but being content with less. In structured choice the audience are asked to make their choice from two alternatives — usually positive and negative. In partial commitment device, the speaker gets commitment from the receivers of the message for some action, leaving the other parts of the proposal for some later stage. When personnel are doubtful about the willingness of the management to accept the actual financial plan, they ask for a larger amount than required.

#### 2.4.10 *Roadblocks to Persuasion*

Persuasion in its real sense is not a science. None of the techniques and devices can claim to get sure-fire results of persuasion. It deals with complicated and unpredictable human nature. The failure to achieve the desired results of persuasion, some experts think, may be attributed to ineptness or false assumptions.

The writers of the book "*Public Relations – Strategies and Tactics*" have mentioned four factors, which may create roadblocks to a persuasive message. These are:

- i) Lack of message penetration,
- ii) Competing messages,
- iii) Self-selection, and
- iv) Self-perception.

Lack of message penetration results from the fact that the carrier of your persuasive message is not being attended by many of your audience. Moreover, the gate-keeping process may also damage the true spirit of your message. In the face of huge communication media and their constantly bombarding the audience with competing messages, the audience has been forced to sift messages suiting to their conditions.

Picking up or consumption of only those messages which suit to the taste, conviction or cause of the audience and ignoring information coming from other side, poses a big problem for a persuasive communicator. Potential audience of a Friday sermon are seldom found in the mosque. People perceive and interpret the messages in the light of their own predispositions. Because of this habit of self-perception the same message is differently understood by different people.

There also exist techniques to make people more resistant to persuasion. One effective way of making a person more resistant to subsequent persuasive attacks is to commit him in advance to his initial belief by encouraging him to make a public announcement about it. Commitment becomes even firmer when the person is led to make irreversible decision and to take action on the basis of his initial belief.

#### *2.4.11 The Ethics of Persuasion*

Like other professionals, the public relations practitioners should also abide by certain norms and ethics of their profession. They should avoid the use of false, irrelevant and illogical arguments, gimmicks or half truths to convince their audience. If they are not expert in the concerned field, they should not pose to be the one.

Such appeals which may arouse hatred and bigotry, should not find favour with a public relations practitioner. The concealment of your real purpose of persuasion may also endanger the credibility and trust of your persuasive communication. The public relations practitioners should be clear-minded and should never try to deceive their audience.

### 3. KEY-TERMS

*Channelling:* The technique of recognizing a general audience belief and suggesting a specific course of action.

*Media Gate-keepers:* Editor, reporter, or a news director who decides what material and in which form it has to be printed and or broadcast.

*Persuasion:* A communication intended to change attitude, belief, opinion or behaviour.

*Primacy:* Placement of strong arguments at the beginning of a speech.

*Recency:* Placement of strong arguments near the end of a speech.

*Selective Exposure (Self-Selection):* A tendency to seek information that is compatible with and reinforces the current dispositions and attitudes of the audience.

*Selective Perception (Self-Perception):* A tendency among media consumers to perceive information conforming to their predispositions and already-formulated opinions.

*Structured Choice:* Two, positive and negative, alternatives provided by the persuasive communicator to be chosen by his audience.

*Two-Sided Arguments:* For persuasive communication presentation of arguments both in favour of and against an issue.

#### 4. SELF-ASSESSMENT QUESTIONS

1. Name and explain four functions of Persuasion in public relations work.
2. There are nine principles of persuasion mentioned in the unit. Name and describe these principles.
3. Explain the three factors considered as sources of credibility.
4. How the involvement of audience is important in persuasion? Explain in detail.
5. What are important persuasion roadblocks? Do you know any technique to make people resistant to subsequent persuasive attacks?
6. What salient points are embodied in a code of ethics for a persuasive communicator?

## 5. SUGGESTED READINGS

1. Robert T. Reilly (1987): *Public Relations in Action*, Englewood Cliffs, New Jersey, Prentice-Hall.
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**Unit 7**

# **Ethics and Public Relations**

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## 1. OBJECTIVES

After studying this unit, you should be able to:

1. Explain what is code of ethics and why it is considered essential in PR practices.
2. Explain the prevailing code of ethics in some developed countries.
3. Identify the need for code of ethics in PR discipline in Pakistan.
4. Analyse the prevailing PR practices in Pakistan and what the PR department of an organisation is ethically bound to do.



## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 Definition of Ethics

Before proceeding further, let us have a look at the meaning of the word "ethics". The words "ethics" and "ethical" are often used synonymously with morals, and ethical virtues of a person or a group of persons are also considered his or their moral qualities. Ethics has been derived from the Greek word "ethos" and morals is derived from the Latin word "mores", both of which means habits or customs. According to the encyclopaedia Britannic the ethics or morality of persons or groups, however, consists not merely of what they habitually or customarily do but of what they think is fitting, right or obligatory to do. Men's actions are often, but not always, a sign of what they believe: their actions may diverge from their beliefs, and both actions and beliefs may differ from what men say they ought to do or believe. Morality contains an ineluctable normative element. Whereas a person may engage in habitual and customary conduct without any reflective thought, ethics always involves reflective evaluation or prescription concerning the conduct in question. Even when "customary morality" is spoken of, the reference of the term is not merely to the customs as such — in the sense of regular, repeated sequences of behaviour — but also to the view, at least implicitly held by the participants, that what they regularly do is in some way right: it is not merely what is done, it is also what is to be done.

On the other hand, "Code" has been defined as a systematically arranged and comprehensive collection of laws, regulations, rules of procedure or conduct or a generally accepted set of principles.

Deriving from the definitions of ethics and code, as outlined above, we can define the Code of Ethics as a collection of laws, regulations, rules of procedure or conduct, or a generally accepted set of principles concerning the conduct of a person or groups under various circumstances and eventualities in a certain or given sphere of human activity. It consists not merely in what the people habitually or customarily do but in what they think it is fitting, right or obligatory to do. In other words, it is not merely what is done, it is also what has to be done.

### 2.2 IPRA Code of Professional Conduct

The following code of conduct was adopted by the International Public Relations Association at its general assembly in Venice, May 1961 and is binding on all members of the Association.

#### (a) *Personal and Professional Integrity*

It is understood that by personal integrity is meant the maintenance of both high moral

standards and a sound reputation. By professional integrity is meant observance of the Constitution, rules and, particularly, the code as adopted by IPRA.

(b) *Conduct Towards Clients and Employers*

1. A member has a general duty of fair dealing towards his clients or employers, past and present.
2. A member shall not represent conflicting or competing interests without the express consent of those concerned.
3. A member shall safeguard the confidence of both present and former clients or employers.
4. A member shall not employ methods tending to be derogatory of another member's client or employer.
5. In performing services for a client or employer a member shall not accept fees, commissions or any other valuable consideration in connection with those services from anyone other than his client or employer without the express consent of his client or employer, given after a full disclosure of the facts.
6. A member shall not propose to a prospective client or employer that his fee or other compensation be contingent on the achievement of certain results, nor shall he enter into any fee agreement to the same effect.

(c) *Conduct Towards the Public and the Media*

1. A member shall conduct his professional activities in accordance with the public interest, and with full respect for the dignity of the individual.
2. A member shall not intentionally disseminate false or misleading information.
3. A member shall not engage in any practice which tends to corrupt the integrity of channels of public communication.
4. A member shall at all times seem to give a balanced and faithful representation of the organization which he serves.
5. A member shall not create any organization to serve some announced cause but actually to serve an undisclosed special or private interest of a member or his client or his employer, nor shall he make use of it or any such existing organisation.

(d) *Conduct Towards Colleagues*

1. A member shall not intentionally injure the professional reputation or practice of another member. However, if a member has evidence that another member has been guilty of unethical, illegal or unfair practices in violation of this Code, he should present the information to the Council of IPRA.
2. A member shall not seek to supplant another member with his employer or client.
3. A member shall co-operate with fellow members in upholding and enforcing this code.

### 2.3 Code of Ethics of some Developed Countries

Normally, all countries chalk out a code of ethics to regulate the working of persons engaged in various professions, in particular those in education, medical, engineering, architecture etc. with a view to safeguarding the interests of the common citizens.

As regards the code of ethics in public relations, almost all industrially developed democratic countries, where PR has emerged as an important and vital discipline, recognise the importance of integrity and high ethical standards amongst the PR practitioners and have framed proper codes of ethics to regulate the professional activities of the PR practitioners. These codes bind the PROs to conduct their work with truth, accuracy, fairness and a high sense of responsibility to the public. The Codes of Ethics in force in France, Britain and the USA are given below for comparative study.

#### 2.3.1 *French Code of Ethics*

The French were, probably, the first amongst the Western nations who recognised the need for framing a Code of Ethics for regulating the PR profession. The Government of France adopted the code as early as 23 October, 1964. The French Ministry of Information and Broadcasting issued the code on 1st November, 1964, which appeared in the *Journal Officiel de la Republic Francaise* — the official gazette of the Government of France. The French decree runs as follows:

“The duties of a public relations practitioner, whether he belongs to the staff of a firm or is an independent consultant, are to devise and submit to the firms or organizations employing his services the means of establishing and maintaining good relations, based on mutual confidence, with the public and keeping it informed of their achievements and, more generally, of all matters relating to their operations. These duties may also be extended to include the relations of firms with their own staff. The public relations practitioner is responsible for implementing the recommended policy and for measuring results.

The information he supplies about the organization must in all cases carry mention of its source, be strictly objective and be absolutely free of propaganda, commercial publicity or advertising content. The Press Officer carries out the duties defined above as a specialist in relations with the following information media: press, films, radio and television. The duties of a public relations practitioner and of a press officer are incompatible with their practising at the same time as a professional journalist or advertising agent. The only remuneration for public relations or press work shall be the fees of the client or salary of the employee on whose account this work was undertaken. — *Translation by Claude Chapeau as appearing in Eleven Years of Public Relations, a brochure prepared by Galleries Orleanzises, France, in April 1965.*

### 2.3.2 *British Code of Ethics*

In 1969, the British code was accepted by a select committee of the House of Commons set up to consider the Declaration of the member's Interests. The British Institute of Public Relations also has a code of Ethics which has much in common with the one agreed to by the International Public Relations Association in Venice in May 1961. The Code of Ethics accepted by the British Institute of Public Relations is given below:

1. A member, in the conduct of his professional activities, shall respect the public interest and the dignity of the individual. It is his personal responsibility at all times to deal fairly and honestly with his clients or employer, past or present, with his fellow members and with the public.
2. A member shall not knowingly disseminate false or misleading information, and shall use proper care to avoid doing so inadvertently. He has a positive duty to maintain integrity and accuracy.
3. A member shall not engage in any practice which tends to corrupt the integrity of the media of communication.
4. A member shall not create, use or act for any organization apparently serving an announced cause but in fact promoting an undisclosed interest of the member, his clients or his employer. It is his duty to ensure that the actual interest of any such organization with which he may be concerned is adequately declared.
5. A member shall not disclose (except upon the order of a court of competent jurisdiction) or make use of information given or obtained in confidence from his employer or client, past or present, for personal gain or otherwise, without express consent.

6. A member shall not represent conflicting or competing interests without the express consent of the parties concerned after full disclosure of the facts.
7. A member, in the course of his professional services to his employer or client, shall not accept payment either in case or kind in connection with those services from any other source without the express consent of his employer or client.
8. A member having a financial interest in an organization shall not recommend the use of that organization nor make use of its services on behalf of his client or employer without declaring his interest.
9. A member shall not negotiate or agree terms with a prospective employer or client on the basis of payment contingent upon specific future results.
10. A member seeking employment or new business by direct and individual approach to a potential employer or client shall take all reasonable steps to ascertain whether that employment or business is already carried out by another member. If so, it shall be his duty to advise the other member in advance of any approach he proposes to make to the employer or client concerned. (Nothing in this clause shall be taken as inhibiting a member from the general advertisement of his services.)

(Two clauses, 11 and 12, deal with the employment of Members of Parliament, and one of these proposes any such employment by Institute members to be entered on a register kept by the General Secretary.)

13. A member shall not knowingly injure the professional reputation or practice of another member, but if such a member has reasons to believe that another member has been engaged in practices which may be in breach of this Code it shall be his duty to inform the Institute.
14. A member who knowingly causes or permits another person or organization to act in a manner inconsistent with this Code shall himself be deemed to be in breach of it.
15. Conduct of any kind detrimental to the interests of the Institute or the profession of public relations shall be deemed to be a breach of this Code.
16. A member shall uphold this Code, shall cooperate with fellow members so doing and in enforcing decisions on any matter arising from its application. It is the duty of all members to assist the Institute in implementing this Code, and the Institute will support any member so doing.

### 2.3.3 *PRSA Code of Ethics*

The PR practitioners in the USA adhere to a code adopted by the Public Relations Society of America (PRSA) which is reproduced here for comparative study.

### *Declaration of Principles*

Members of the Public Relations Society of America base their professional principles on the fundamental value and dignity of the individual, holding that the free exercise of human rights, especially freedom of speech, freedom of assembly and freedom of the press, is essential to the practice of public relations.

In serving the interests of clients and employers, we dedicate ourselves to the goals of better communication, understanding and cooperation among the diverse individuals, groups and institutions of society.

#### *We Pledge:*

- a) To conduct ourselves professionally, with truth, accuracy, fairness and responsibility to the public;
- b) To improve our individual competence and advance the knowledge and proficiency of the profession through continuing research and education;
- c) And to adhere to the articles of the Code Professional Standards for the Practice of Public Relations as adopted by the governing Assembly of the Society.

#### (B) *Code of Professional Standards*

The articles reproduced below have been adopted by the Public Relations Society of America to promote and maintain high standards of public service and ethical conduct among its members:

1. A member shall deal fairly with clients or employers, past and present, with fellow practitioners and the general public.
2. A member shall conduct his or her professional life in accord with the public interest.
3. A member shall adhere to truth and accuracy and to generally accepted standards of good taste.
4. A member shall not represent conflicting or competing interests without the express consent of those involved, given after a full disclosure of the facts; nor place himself or herself in a position where the member's interest is or may be in conflict with a duty to a client, or others, without a full disclosure of such interests to all involved.
5. A member shall safeguard the confidence of both present and former clients or employers and shall not accept retainers or employment which may involve the disclosure or use of these confidences to the disadvantage or prejudice of such clients or employers.

6. A member shall not engage in any practice which tends to corrupt the integrity of channels of communication or the processes of government.
7. A member shall not intentionally communicate false or misleading information and is obligated to use care to avoid communication of false or misleading information.
8. A member shall be prepared to identify publicly the name of the client or employer on whose behalf any public communication is made.
9. A member shall not make use of any individual or organization purporting to serve or represent an announced cause, or purporting to be independent or unbiased, but actually serving an undisclosed special or private interest of a member, client or employer.
10. A member shall not intentionally injure the professional reputation or practice of another practitioner. However, if a member has evidence that another member has been guilty of unethical, illegal or unfair practices, including those in violation of this Code, the member shall present the information promptly to the proper authorities of the Society for action in accordance with the procedure set forth in Article XIII of the Bylaws.
11. A member called as a witness in a proceeding for the enforcement of this Code shall be bound to appear, unless excused for sufficient reason by the Judicial Panel.
12. A member in performing services for a client or employer, shall not accept fees, commissions or any other valuable consideration from any one other than the client or employer in connection with those services without the express consent of the client or employer, given after a full disclosure of the facts.
13. A member shall not guarantee the achievement of specified results beyond the member's direct control.
14. A member shall, as soon as possible, sever relations with any organization or individual if such relationship requires conduct contrary to the articles of this Code.

#### 2.4 Need for a Code in Pakistan

Public relations serves a wide variety of institutions, both in the public and the private sector such as business, industry, government agencies, trade unions, voluntary associations, charitable trusts/foundations, religious/educational institutions, hospitals, etc. For achieving their goals, these institutions need to develop effective relationships with their "Publics" or target groups and with the society at large. The PR practitioner serves as a bridge/mediator helping to translate private aims into reasonable and publicly acceptable policy and

action. Therefore, the need for efficient PR programmes for all organizations with a view to ensuring harmonious growth of relationships between the organizations and their employees and the "Publics" of the organizations concerned as well as for achieving the goals/objectives of those organizations.

It is thus imperative to streamline the PR discipline, frame a proper code of ethics and ensure a strict observance of the code so as to see that the PR profession flourishes in Pakistan on healthy lines in keeping with the Islamic principles of honesty, truth, fairplay and integrity.

The manner in which the PR discipline has progressed over the years in Pakistan indicates that it has a bright future. We must take appropriate steps to ensure supply of trained, well-groomed and capable personnel in this discipline which can promote a congenial atmosphere at home and project our dear motherland abroad as a progressive, peace-loving and modern state. In the absence of an official code of ethics for PR in Pakistan some "half-baked" PROs and charlatans in the profession try to use gimmicks or tricks for achieving their ends, but ultimately damage not only their own reputation but also the image of their clients.

The authorities in Pakistan should ponder over the matter, frame a proper code of ethics and make it obligatory on all PR practitioners to abide by it. The IPR and PRSA codes could serve as guidelines for framing a code best suited to our own conditions and religious dictates. This Code of Ethics could be enforced through an act of the Parliament after which it may be made mandatory for all PROs, in particular those working for the public and private sector to engage in PR practice only after getting themselves registered with an autonomous Public Relations Council of Pakistan that may be created under the Act. PR practitioners who violate the code should be debarred from the profession and proceeded against in the courts of law. Some persons may think that the need for adopting a code is not that urgent in Pakistan because the PR profession is still in its infancy in Pakistan. They should bear in mind that there is all the more need for a well defined code so as to ensure the growth of this fast developing and vital profession on proper lines.



### 3. SELF-ASSESSMENT QUESTIONS

1. Write a note on the PR practices as being followed these days in Pakistan. Are you satisfied with the PR practices currently in vogue in Pakistan? If not, suggest remedies.
2. Define Code of Ethics with particular reference to the importance of a Code of Ethics in the PR profession for safeguarding the interests of the public.
3. Write a note on Ethics and PR.
4. Why the industrially developed countries have regulated the PR profession? Give an account of the salient points contained in the PR Code of Ethics of a certain developed country.
5. Write a note on the need for framing a Code of Ethics for PR practitioners in Pakistan. How should this Code be enforced? Discuss. Prepare draft of a possible Code of Ethics for the PR profession in Pakistan.

#### 4. SUGGESTED READINGS

1. Reilly Robert T.: *Public Relations in Action*—Prentice-Hall, Inc., Englewood Cliffs, New Jersey (USA), 1981.
2. Simon Raymond: *Perspectives in Public Relations*: University of Oklahoma Press, Norman (USA), 1966.
3. Lloyd Herbert: *Public Relations*, St. Paul's House, Warwick Lane, London, 1970.
4. *Eleven years of Public Relations*: Galeries Orleanzises, France, 1965.
5. Masood Alauddin: *Public Relations in Pakistan*, Ahsen Publishing House, H. 912, St. 28, G-9/1, Islamabad, 1993.
6. Masood Alauddin: *Public Relations—Potential and Prospects*, Ahsen Publishing House, H. 912, St. 28, G-9/1, Islamabad, 1996.



Unit 8 & 9

# **Production of Public Relations Materials**

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## 1. OBJECTIVES

After studying this unit, you should be able to:

1. Arrange a press briefing.
2. Produce background features
3. Get command over writing a good press release.
4. Explain the difference between press release, handout and press note.
5. Organise a press conference for your boss.
6. Advise as a public relations officer the producer while producing films for your organisation.
7. Get know-how of taking photographs for public relations purposes.
8. Arrange conferences and facility visits.
9. Learn the techniques of writing letters to editor aimed for public relations purposes.
10. Produce an in-house journal for your organisation.

## 2. SUMMARY OF THE MAJOR TOPICS

### 2.1 Press Briefing

Press briefing is a meeting with the press/media convened by the source to express the stance and stand of the organisation in the light of its policy framework on some event/issue already in the press, which at least the organisation considers is affecting public's life, behaviour or attitude. Press briefing is also an opportunity to give the press background facts, often in considerable depth, so that when the topical story breaks sometime later, they (journalists) are in a position to write about it with authority. The foreign office of Pakistan holds weekly press briefings in which a spokesman of the Foreign Office briefs media about various events — regional, national, international in the light of official policy of the country.

Public relations department of an organisation is responsible for arranging press briefings. In handling this important assignment the public relations department should undertake the following steps:

1. The public relations department should select or assist the management in selecting topics amongst the most important events, issues of the time for press briefing. Public relations wing of an organisation is supposed to have a vigilant eye on what is happening around, what the organisation is doing, what kind of information the publics seek. Either they (publics) are interested in the operations/products/services of the organisation or they have some observations to make about the organisation. They like to gather the information the organisation likes to provide to the publics.
2. Public relations department should overhaul all its information services, do research and provide in advance all relevant information about the topic/theme of the press briefing to the speaker. In addition the public relations department must also anticipate what kind of questions are likely to be posed by media men to the source in press briefing and prepare sensible replies of such questions to be provided to the speaker.
3. For information of media men, public relations department should place a news item in the media at least two or three days before the proposed briefing announcing the day, time and venue of briefing. It should also send/invitations to media of interest, besides confirming their availability on telephone. This will ensure maximum press coverage.
4. Such day and time for the briefing should be selected on which no other important scheduled event falls.
5. Press briefing is usually held at the premises of the organisation. However, it is better to select a venue which will be easily accessible for media squad.

6. It is wise to have a dais at briefing room so that the speaker can be seen and heard easily.
7. Before the media men assemble public relations department should ensure that enough chairs and tables are available in the briefing room for media people.
8. Care should also be taken as to the genuineness of information and statistics. It should be correct and not misleading.
9. Provide telephone, fax and news story drafting services to the press.

## 2.2 Techniques of Preparing a Backgrounder

Backgrounder is a feature that focuses on the history (background) of an event or situation to explain how it came to be. Public relations department, in addition to developing and producing other material helpful in reaching or winning over publics, also writes attractive backgrounders for the organisation. In the following lines backgrounder writing techniques have briefly been discussed:

- i. Backgrounder is not like a press release which presents an account of the surface facts; rather it presents past and present facts and even future plans. Hence the public relations department is supposed to collect all important and relevant facts and achievements of the organisation objectively. Public relations department should also honestly diagnose what were the causes of failure in past, if any.
- ii. While writing a backgrounder important facts should be embodied in the opening lines, and the body should contain their explanation in descending order of importance.
- iii. Backgrounder should enumerate all facts and figures accurately. Tell the public honestly the history of the organisation, the story of its successes and failures. You as a public relations officer/executive should not hide those facts which may go against you, rip aside the veil of secrecy, inform the publics properly (but take them into confidence) and leave them to form their own opinion from the true facts.
- iv. It should be specific, avoiding irrelevant details which may cause boredom to the press and compel them to guide it towards waste paper basket.
- v. Words should be lively, clear, and not ambiguous; sentences should be short and well organised; paragraphs should have a proper and logical order.
- vi. It should be written on official pad to demonstrate its genuineness.
- vii. Backgrounder should not only contain the past history of the organisation, but should also make a mention of its present position as well as future plans.

## 2.3 Techniques of Writing Press Release, Handout and Press Note

### (a) *Press Release*

Press/news release is one of the most important tools the public relations departments use for press relations. Public relations department of every organisation, private or public, uses press release for public relationing. But some releases are published on front and back pages with flash heads while others find their place on the spike or rest in waste paper basket. But why? What's the reason that one release gets eminent space while the other is totally ignored. The answer lies in the production skills and techniques of public relations officer which make the editor to decide the fate of the release. Some basic techniques of producing a good press release are given in the following lines:

- (i) It should be written on official pad of the organisation.
- (ii) The name and address of the sender should be clearly indicated together with the name, telephone number of somebody who can give any further information sought by the newspaper.
- (iii) The date should be given on the release with instructions like "immediate" or stating when it should be published.
- (iv) It should be typed on one side of the sheet in double spacing and with generous margins.
- (v) The release should have a heading showing clearly what it is all about.
- (vi) The release should be written in inverted pyramid style i.e., basic and most important fact(s) should be given in the first paragraph.
- (vii) In the body of the release the questions like: what the news; where it happened; how it happened; to whom it happened; how and why it happened etc. should be solved.
- (viii) The release should be free of ambiguity, technical and unfamiliar words and terminologies should be avoided.
- (ix) It should be brief and terse.
- (x) It should contain authentic facts and figures.
- (xi) If individuals are mentioned, their full names and state positions should be clearly given.

### (b) *Handout*

According to John Hoheberg, author of the book "The Professional Journalist", handout is a contemptuous name bestowed by newspapers long ago on the public relations news release. Similarly, other experts also don't see any difference between a handout and a press

release. But many others, especially in Pakistan use this term for a press statement issued by some government organisation especially PID in general circumstances for information of publics.

Writing techniques of a handout are mainly the same as that of a press release. However, a handout on the one hand, highlights President, Prime Minister and Ministers or some others top officials' activities and on the other, it is meant for general people, so it should be written in simple, effective language with all important facts recorded objectively and honestly, and in the least possible words.

It should answer the 5Ws and IH.

It should be in inverted pyramid style

It should not be deemed a pure publicity or propaganda tool.

It should be brief and to the point.

It should not contain unfamiliar and highly technical words and phrases.

The length of handout should be in correlation to the importance of the event.

It should not contain full text of the speech of the source unless it is extremely necessary.

If there is reference to an earlier event, its details in a few words must be given.

(c) *Press Note*

A press note is neither a news story, nor a press release, nor a handout which leave the sub-editor at liberty to publish it or the otherwise. It is an account of government view point issued on important and urgent occasions. Newspapers or electronic media have no choice but to publish or air it in the same language and with the same contents. So as far as its print or broadcast is concerned that is no problem but as far as its understanding and comprehension by the general public is concerned it should be taken into account while producing or writing a press note. Hence, it should be terse, brief, timely, understandable, concise, specific and should contain all relevant facts and figures in their true perspective. It should be written in the policy frame work of the government.

## 2.4 Techniques of Producing Photographs for PR

A well taken and properly produced picture is more communicative and attractive than a well balanced and structured front page news story. Photographs captivate readers attention. Nevertheless, if experts hands are not involved in their production process the same will in no way be different from so many other papers, received in media offices, which end up in waste paper basket. These are production skills which make a photograph communicative, attractive, catchy and publishing worthy. Some of the basic skills and guidelines essential for public relations practitioners in producing photographs aimed for publicity are given in the following lines:

1. The public relations practitioner should be clear in his mind about:
  - (i) will the picture convey the message more appropriately,



- (ii) is the situation/event suitable for picture and
- (iii) what the editor and readers will think about the picture.

2. Having answers to all the above questions the public relations practitioner(s) should assign the job to an expert photographer and also brief him/her about what the former want from it. In case of an event for whose coverage press photographers have also been invited, the public relations practitioner should visit them around the place where they will take pictures and also the objects which would be photographed before formal session of photography starts.
3. Public relations department should also inform the management and employees about the project so that they may dress themselves up properly
4. Public relations practitioner(s) should look for:
  - (i) Whether the picture communicates things quickly clearly and unambiguously, and is it self-explanatory?
  - (ii) Whether the main item is placed centrally?
  - (iii) Whether it is taken from the desired angle?
  - (iv) Whether all people in the photograph have the proper body position?
  - (v) Whether an appropriate caption is stacked with the photograph?
  - (vi) Whether it is in accordance with the social and religious values?

In addition to the above a public relations photograph should not contain many people, it should not have dark background and should be in the size the public relations department wants it to appear in the press.

## 2.5 Techniques of Producing Film for Public Relations

Film, specially documentary, is being used since long for public relationing purposes. Indeed it is a powerful medium of public relations. There is no room for any sort of doubt in declaring and acknowledging it as one of the most effective audio-visual media used by public relations practitioners for carrying their messages and influencing publics. It brings audiences into direct communication with facts and ideas through audio-visual senses. Audience see by themselves what you have picturised. It exposes things good or bad. This characteristic of film urges public relations practitioners to have some basic know-how of film production techniques which would enable them to advise and guide film production crew in producing good and quality film(s) for their organisations. Public relations practitioner should be clear about the following points before the production work of the film starts:

1. Need of the film. He should make it clear what he wants to get from the film and what people should know.
2. Selection of audience in advance.

3. Assess the cost of film.
4. Selection of producer: After clearing the above stages public relations practitioner should select an expert producer for the film. Producer should have mastery over his job. Then it is the responsibility of the producer to select suitable script writer, director, cameramen, editor.

Once a producer has been chosen, it is necessary to furnish him with a statement of the policy on the film which is known as a brief. The brief will normally include information on the following:

1. The object of the film: This should be clearly stated what is expected to be achieved by the use of the film. This statement will be the producer's main guide throughout his subsequent work on the film.
2. *Audience*: It is important that the producer should be given a clear indication of the types of audience for whom the film is intended to be made.
3. *Content*: This should list down all the material which is expected to be included in the film. The relative importance of various items should be sounded to the producer and the editor for this guidance in the production of the film.
4. The length of the film is determined by its cost.
5. *Facilities*: Details of the facilities that will be available during the production of the film should be given. These may include library information, use of factory staff or technicians, etc.
6. *Time Factor*: It is desirable to state the date when the finished film is required.
7. *Distribution*: The producer needs to know the methods of distribution where by it is planned to reach the principal audience. This will help him to decide the techniques he should use in the actual making of the film.
8. *Cost*: It is necessary to give the producer some idea of the amount of money available to enable him to suggest the appropriate type of film that can be made within the allocated budget.
9. *Contacts*: The contact between producer and sponsor will normally be through the public relations staff. It may be desirable in certain cases to appoint a special liaison officer who will be able to ensure that the producer and film director will receive full cooperation and all necessary facilities.

In light of the brief the producer along with script writer collect first hand data by visiting the areas and people to be filmed which enables the writer to draw a rough sketch called treatment which gives a clear picture of the proposed shape and contents. After approval of the treatment the producer calculates the cost of film and the writer writes the script for shooting.

#### *The Rough Cut*

When the shooting as set out in the shooting script has been completed, the editor arranges various shots in their correct sequence as envisaged by the script and produces what is known as the rough cut. This is the first version of the film, and visually it is fairly rough. The visual tricks called 'optical' are used to transport the viewer from one scene to the next, are not inserted. The commentary has not been recorded and the rough cut is thus projected silent. It is usually shown in black and white, but when a colour film is being made some pilot colour shorts are usually included.

This is the most important approval stage. The sponsor can suggest the selection of scenes, or the alteration of the length of shots where it is considered advisable in order to influence the emphasis of the film. Any basic alterations or new scenes demanded at this stage will probably entail extra cost, but this should not be shirked if any rethinking is essential. Assuming the rough cut has been agreed, the length of commentary or dialogue can be considered, and the screening time of the visuals increased if necessary to accommodate the commentary.

#### *The Fine Cut*

When the rough cut has been approved, the editor and other technical staff proceed to the preparation of the fine cut. Opticals are added, and the film can be shown in its final form for approval. The music, sound effects and commentary are now recorded, and the picture and sound tracks are married. The show prints can be made and the film is complete. (Practical Public Relations by Sam Black).

## **2.6 Organising and Addressing a Press Conference**

Press conference is the main source of information and news for reporters. Holding press conferences by political, social, economic organisations has become very common the world wide. Any body or institution which wants to communicate with the people about something, can arrange a press conference. A press conference does not mean only to distribute a statement or a press release among the reporters. On the other hand it is held at a time when an important issue or policy is to be publicised. The main justification of holding a press conference is that the subject is an important one likely to elicit plenty of questions from the press reporters present in the press conference.

Press conference also provides a good opportunity to reporters to collect some "off the record" informations from the source which are not to be published but are of vital importance at some other occasions.

The newspapers and magazines welcome invitations of press conferences provided there is a news to be obtained or an opportunity to talk informally with senior members of an organisation. Reporters will not go only to have a cup of tea. For public relations department it is necessary to invite the press for news conference a few days before hand so that the reporters may put it in their schedule of engagements. The reason for holding the press conference should be stated clearly in the invitation letter. The name and designation of the personality addressing the news conference should also be mentioned. Clear information about venue, date and time should be given in the invitation letter. The venue of the press conference should be in a big city even if the headquarters of the organisation is elsewhere. The place of a press conference should be easily accessible so that the reporters may not suffer the conveyance problem. Usually the famous hotels or restaurants are selected for this purpose. Some times a press conference is arranged in an office or residential unit. But if the venue of the press conference is a far away place and the personality or the organisation is also not a popular one, no reporter will go to attend the press conference. The time of the press conference is also very important. In our country most of the journalists work till late night and wake up in the morning very late. Therefore ideal time for a press conference is 11.00 A.M. TO 5.00 P.M. This is the time when a reporter is in the field. After 5'0 clock the reporters go to their offices to file the news stories of the day.

Choosing a suitable day to hold a press conference is also very important. In some cases there is no choice possible, as the announcement has to be made on a certain day. Where there is a latitude, care should be taken to avoid clash with any other important event that may keep the press away and may compete unfairly for prominence in the newspapers. A press conference should not be held on a national holiday because the journalists also enjoy these holidays.

The press conference site should be well lighted, naturally or artificially. It should be big enough to accommodate television crews, but not so huge that a small group of journalists will be lost in it and the general impression will be "almost nobody came". A very large press conference room makes both the speaker and the journalists uncomfortable. The seating arrangement should be finalised half an hour before time. Microphones should be tested in advance and adjusted if necessary. Wall plugs should be checked for the teams of radio and TV. The press conference should be tape-recorded. If a large number of journalists are expected, there should be a few staff members to welcome them. A personal welcome from the public relations officer or his assistants puts the reporters in a good mood. If more than one person

is to address the press conference, their names should be indicated on cards in front of them. All members of the public relations department should wear badges bearing their names. Telephone and fax should be available for the reporters.

At the occasion of press conference a press kit should be distributed among reporters. The press kit is useful in helping to publicise and promote a programme. It also provides assistance to the media in the coverage of the programme. The press kit may contain a writing pad with pen or pencil, a programme or schedule for the activity or event, background information, pictures, a history of the event, speech copies of the persons addressing the press conference, a calendar of events and a directory of facilities. The press kits should be handed over to the reporters just before the press conference.

If the person holding a press conference plans an opening statement, distribution of printed copies to the reporters is desirable. This accomplishes three objectives: it ensures that the content of the announcement will be quoted accurately, it give time to the reporters to digest the material and make questions about it. If the statement is brief the addressing personality will read it aloud and if it is long, he will read only the main points of his statement. The success of the conference will depend on the speaking ability of the addressing personality. If he is a poor speaker, it is difficult to surmount this obstacle completely. However, his colleagues may support him by explaining some points. Answering the questions is an important part of a press conference. The reporters may ask harsh questions that is their job. The addressing personality should come prepare for all the tough expected questions. The person holding the press conference should create an atmosphere of co-operation and sincerity. He should not lose his temperament on harsh questions. The fact should be kept in mind that the reporters are present at the host's invitation. For the sake of having publicity and communication through media, the host must submit to questioning.

The persons holding the press conference should keep two things in their mind. First the speaker should never attempt to talk off-the-record at a press conference. If the information is so secret that it should not be published, then the speaker should not tell it to reporters. Some times the reporters do not honour off-the-record statements and they publish these statements as exclusive stories. Hence those reporters who honour the request are placed at an unfair competitive disadvantage. Secondly the speaker should never tell a lie. If he believes that answering a specific question would be unwise, it is far better to say "No comments" than to answer falsely. A person caught telling a lie before the media suffers a critical loss of credibility.

Photography is considered necessary for the coverage of a press conference. So the public relations department should facilitate the press photographers who are invited at the event.

Refreshment is the last item of a press conference. Usually tea, coffee, cold drinks are served as a courtesy to the media guests. Some times a lunch or a dinner is provided. It is better to indicate the nature of hospitality in the invitation letter or card.

## 2.7 How to Produce an in-House Journal

House journal is an effective media of public relations. This is an essential part of the process of feeding information to employees. A firm employing a short number of people does not need a house journal because an occasional newsletter can also do this job. Larger organisations realise the need for a house journal which can be used as a vehicle for providing information and building up goodwill amongst employees. Research indicates that house journals are welcome and secure a fairly high readership rating. The house journal is designed and published not to compete with professional glossy monthlies. These are not sold in market. Most of the house journals are distributed free of cost. A house journal should have written objectives, a carefully planned editorial and a presentation which is compatible with the audience it is addressing.

These journals create a sense of participation and they help to strengthen the ties between management and the groups it seeks to inform and influence.

A house journal is a periodical publication published by an organisation to maintain contact with its employees or with the specific public. These journals vary in size, style and type. They are either published for internal consumption, or external distribution or for a combination of these two. Internals include the employees of an organisation while the externals may be the specific sections of the public like customers, dealers, etc.

If the organisation is small, then the publication of house journal should be ensured by the public relations department; but if the organisation is large, the services of a full time editor should be secured. It has never been possible for a committee to edit the journal successfully and it will never produce a good result. When the publication of a house journal is decided then its policy and contents should also be finalised. It should also be decided whether the employees will pay for it or not and the journal will be posted to the home addresses of the employees. All these matters should be discussed and finalised at the time of planning. The main purpose of an in-house journal is to create a family feeling by taking the workers and the staff into confidence. This main object should be kept in mind while preparing an in-house journal.

A time comes when house journal becomes established. At that time, the management often thinks to send complimentary copies to other factories, offices, libraries, customers and others who have close contact with the organisation. If the standard of the journal is high, then it may be distributed widely but if the standard is not high its circulation should be restricted.

House journals fall into four major categories, grouped by the audience they serve. These four categories are briefly discussed below:

(a) *Journals for Employees and Retirees*

These magazines try to fill the gap between workers and management of an organisation.

They create a sense of participation among the employees and they feel that they are a part of the organisation. These magazines offer an opportunity to management to report and explain its policies. This category of house journals includes editorial, review, union activities, retirements, promotions, death anniversaries, classified advertisements, receptions, farewells, etc.

The management's point of view on over all issues can be projected through the interview with the chairman, M. D. or chief executive of the firm. In this interview new steps taken by the administration for the welfare of employees can be highlighted. Effective communication with employees can be secured even when the editor of a journal is to operate with a modest budget, a limitation that occurs frequently with non-profit earning organisations in particular.

(b) *Journals for Stockholders and Employees*

These journals address two categories of audiences. Therefore their approach must be broader. Although stockholders and employees share concern about the success of their company, their interests are not the same. These journals need to focus on technical and economic development in the organisation. A journal distributed to stockholders as well as to employees is more visibly oriented than the one for employees only.

In some organisations, some employees are also stockholders. These people have keen interest in journals of such type. In these magazines employees are given a carefully crafted picture of their organisation's ambitious search for new energy sources. They receive strong exposure to management's views on taxation and legislation. These journals also publish broadly based feature stories. Journals of this type are widely published in advanced countries but there is a very small number of them being published in Pakistan.

(c) *Journals for Marketing Staff and Wholesalers of Company Products*

These magazines are based on promotional activities and their purpose of publishing is to encourage sales through inspirational essays and guiding articles.

Marketing staff members and wholesalers of the company products are very important for a company. These people play a key role to enhance the trade and business of a firm. Every company and firm keeps contact with its marketing staff and wholesalers through such magazines. New products of a company and their qualities are briefly described in these journals so that readers may promote the sale of these products. Details of publicity and advertising campaigns are mentioned in these journals. Their goal is the motivation of their readers. They motivate and activate the wholesalers

to enhance the sale of company's products. The readers are also informed about the special gift scheme or a discount scheme to promote the sale of a specific product.

In our country most pharmaceutical companies communicate with their medical representatives through these journals and hence the readers are informed about the qualities and characteristics of a new medicine.

(d) *Journals for Customers and Members*

Some organisations publish special journals as a psychological link with their customers and to remind them about company products and services. These magazines are published by national organisations for their members and the members usually pay an annual subscription fee for the magazine. The main objective of this journal is to present a favourable image of the company rather than direct selling. Articles about financial planning and legal matters are also published in these magazines. Monthly "Mualij" of Hamdard Dawakhana is an example of such magazines. This magazine contains cure of different diseases and advice for good health as well as the publicity of the products of Hamdard Dawakhana.

## 2.8 Lobbying

Lobbying is an important part of the public relations function. An intimate knowledge of the issues and governmental procedures and the ability to communicate the organisation's view point effectively are important qualities for lobbying. Lobbying is the effort by individuals or groups to influence the legislators and government administrators while they are making decisions. This is an integral part of democratic system and almost every kind of organisation engages in it. Lobbying is being done almost the world over. It takes place at the state and local level too. In the whole world billions of dollars are being spent on lobbying. Much lobbying takes place on an industry wide basis. Different trade groups have different interests and they lobby for their own advantages. For example, in textile industry there are different groups. Some groups desire to export the cotton yarn while others argue that it should be supplied to local mills. Some groups argue that the cloth should be exported while others say that the cloth should be supplied to garments factories and then ready-made garments should be exported. All these groups have their own unions and associations and they lobby among the policy makers. Each group tries to influence the government while the textile policy is being prepared.

Direct mail campaign has become an important tactic in lobbying by all types of organisations. Hundreds of thousands of letters are posted by the concerned publics to the policy makers arguing their respective interests. These letters may be written to the members of the parliament, ministers, bureaucrats etc. Issuing press releases, holding press conferences and publishing news letters are the different shapes of lobbying.



Lobbying can also take the form of a public information campaign that attempts to change public perceptions and results in more favourable policies. The lobbyist as a valuable source of information is best described by an international expert of public relations Mr. David W. Evens as follows: Prime lobbying function is to be a credible and reliable source of information. Regardless of criticism by newspaper and television editorialists as well as the politicians sitting on opposition benches, both politicians and bureaucrats depend heavily on lobbyists for information. Most legislators are concerned with doing a good job. They want balanced legislation that serves the interests of the people they represent as well as the citizens of the entire state. In order to frame and enact intelligent balanced, effective legislation, every legislator needs information. If an industry is going to be adversely affected by some impending legislation, legislators, in most cases, want to know about those effects and their extent. The steel industry for example, is subjected to about 5000 regulations and dozens of federal agency bureaucracies. The tools of the trade for today's effective lobbying are information and a thorough knowledge of the legislative process. Today's legislative system is not confined to those who debate on the floor of a state Senate or House of Representatives. Any number of administrative rule-making agencies, budget offices, and legislative research groups provide legislative input. The effective lobbyist must know who they all are, what their information requirements are and be prepared to meet those requirements.

Robert K. Gray adds: "Lobbying is no longer a booze and buddies business. It's presenting honest facts and convincing congress that your side has more merit than the other".

Lobbying can also take the form of a public information campaign that attempts to change public perceptions, and results in more favourable government policies.

## 2.9 Techniques of Arranging Conferences

A conference is not a medium of mass communication. However this is a medium of public relations. Conferences are usually held to discuss the matters of mutual interest. The people are provided a chance to meet and to get to know one another. The organisation of a conference requires careful preparation and detailed execution. Usually the public relations department of an organisation is responsible for the arrangement of a conference. The staff of the public relations department and administration may visit the venue before conference. Conference hall and the hotels should be inspected, especially the place where meals are to be taken.

The language of most of the conferences in our country is Urdu or English. Educated people can understand both the languages. But if there are some international audiences or speakers who don't understand English, there should be proper arrangement of a translator. If the conference is of national or international level, a monogram of the

conference be designed properly and this monogram is printed on all the printed material, booklets, brochures, handouts, posters, banners, letter pads etc., prepared for the conference. It is also useful to print car stickers for the use of delegates.

The invitation card of the conference should be sent to the prospective delegates two weeks earlier so that they can spare time to attend the conference. This invitation card should give all the details of arrangements. There should be proper arrangement to receive the delegates at Airport or Railway station. There should be warm welcome to the delegates from public relations staff. The arrangement of their residence and pick and drop service should be confirmed. During the conference, proper time should be given to the delegates and participants to meet together informally and to share their ideas.

International conferences on latest technology have become very common in the whole world. These conferences provide an excellent opportunity for the exchange of ideas and the promotion of international understanding.

If a national or international conference is being held, some local people should be invited to attend the conference. Local press and media teams should be invited for the coverage of the function. The staff of the public relations department should keep close contact with media people during the conference and they should be provided every possible facility for the coverage of the conference.

There should be proper arrangements of the meals, tea, refreshments etc., for the delegates and participants. Good hospitality plays a key role in the success of a conference.

At the end of a conference, conclusions and recommendations should be prepared and it should be ensured that these recommendations are conveyed to the relevant authorities for implementation.

## 2.10 Writing Letters to Editor

For public relations department writing letters to editor is an effective way of communication. It helps to attract public notice to a point of view. Almost all the newspapers have reserved some space in internal pages of the paper for letters to editors. Therefore most editors welcome letters for publication keeping in view the policy of the newspaper. These letters may comment on a topic of public or private concern or comment or discuss a previously published item in the paper. PR practitioners should take into account the following guidelines while writing a letter to editor:

The letter should be comprehensive, brief and to the point because national newspapers publish only a small number of letters. Mostly letters to the

editors are written by PROs but when the issue raised in the letter is too much important or serious, these letters should be signed by the senior executive or chief executive. This is essential that the signatures of the letter should be genuine. It is unethical to post a letter to the editor for publication under an assumed name and fake signatures. Some times a news item printed in a newspaper affects the repute and impression of an organization. If such a news is published, the public relations officer of the organization complains to the editor. Some times the editor publishes the version of the organization while at other times he offers to print a letter putting the opposite point of view with explanation. After receiving such a letter the editor publishes it in the newspaper.

### 2.11 Arranging Facility Visits

To develop close contacts with media people and to brief them about a new project etc., facility visits and press trips are arranged. It is human nature that one is impressed more by what one sees than by what one hears. Facility visits play key role in developing public relations. Editors and reporters are usually invited individually to some organization but when a major event takes place, invitation is extended to all the prominent media organizations. Private organisations as well as public institutions arrange facility visits for the media people on different occasions. Usually these are one day trips but sometimes these visits may extend to a number of days. In our country different government departments, industrial organizations, colleges, universities and other institutions often arrange facility visits and press trips. The public relations department of an organization should state clearly in the invitation card the nature of the visit, times of departure and arrival, arrangements about stay etc. Hospitality demands that the guests should be welcomed at the main gate of the organization. Sometimes photographers are also invited on trips and visits along with editors and reporters while sometimes the host organization provides photographs of their projects etc. These visits provide a unique chance to the senior members of an organisation to convey their message and problems to the people as well as the government through media people. A senior member of the organization acts as guide and he gives briefing to the media people about new projects. The guide himself should be very much clear about the project. If he is confused, he will not be able to convey the message accurately.

Presenting gifts, providing entertainment and free travel facilities to the media people have become very common these days. Some editors forbid their reporters to accept such favours in order to protect their editorial policy and impartiality. Some media people argue that these are not so much injurious practices from professional point of view. However, this entertainment should not influence the news judgement. In developed countries some media managers repay the expenditures of transportation, meals etc., to the host but this practice does not exist in Pakistan. Big gifts are usually forbidden. However a token remembrance such as a pen or writing pad etc., are usually acceptable as a bit of routine hospitality.

All the arrangements of a press trip should be properly checked because good arrangements leave good impression and bad arrangements leave bad impression on the media guests.

Facility visits and press trips are very useful to achieve media favour and to establish good relations with journalists. This is a softening up process and both sides know it. The advantages of a press trip to its host can be substantial under proper circumstances. Authors of an international standard book "Public Relations" say that "Although the benefit from the host's point of view is difficult to measure immediately, opening the channels of communication with the media at multiple informal levels may prove highly advantageous in the future".

### 3. SELF-ASSESSMENT QUESTIONS

1. What is a press briefing? Elaborate its importance for a public relations department.
2. Explain the writing skills and techniques required for a backgrounder.
3. Differentiate a press release from a handout and a press note.
4. Explain the various steps involved in arranging a press conference.
5. As a PRO what measures you have to undertake while producing a film for your organization?
6. Explain the various techniques required for good PR photography.
7. Explain the role of facility visits in public relations and how these visits are arranged.
8. Why PRO writes letters to editors? Explain.
9. Throw light on the importance of an in-house journal for an organisation.
10. How could a house journal be launched?

#### 4. SUGGESTED READINGS

1. Herbert Lloyd: *Public Relations*, 3rd edition Hodder and Stoughton The Chancery Square, London.
2. Sam Black: *Practical Public Relations*, (Indian Reprint 1990), Ram Printograph, C-114, Okhila Industrial Area, New Delhi.
3. Dennis L. Wilcox, Phillip K. Ault & Warren K. Agee; *Public Relations: Strategies and Tactics* Harper and Row, Publishers, New York.

