1.1. DEFINITIONS OF PUBLIC RELATIONS

“Public Relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics.”
- Institute of Public Relations, USA

“Public relations is the attempt by information persuasion and adjustment to engineer public support for an activity, cause, movement or institution.”
- Edward L. Bernays

“Public Relations is a combination of philosophy, sociology, economics, language, psychology, journalism, communication and other knowledges into a system of human understanding.”
- Herbert M. Baus

“Merely human decency which flows from a good heart.”
- Charles Plackard

“Good performance, publicity appreciated because adequately communicated.”
- Fortune (Magazine)

“Public Relations is Dale Carnegie - winning friends and influencing people - writ large.”
- Robert Heibroner

“Everything involved in achieving a favourable opinion.”
- George F. Meredith

Former President of the American Public Relation Association

“The Management function which gives the same organized and careful attention to the asset of goodwill as is given to any other major asset of business.”
- John W. Hill

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

Courtesy:
1. Applied Public Relations p. 15 & 16

1.2. ORIGIN OF PUBLIC RELATIONS

Thomas Jefferson (1807) used the phrase "Public relations" in the place of "State of thought" while writing his seventh address to the US Congress. In India, Great Indian Peninsular Railway Company Limited (GIP Railways) carried on publicity in Public Relations campaign in England for promote tourism to India through mass media and pamphlets. During the time of First World War a central publicity board was set up at Bombay (now Mumbai) for disseminating war news to the public and press. After Second World War the Public Relations activity gained importance both privates as well as Government started Public Relations campaigns.
1.3. NEED FOR PUBLIC RELATIONS
Investing on Public relations will help the organisation to achieve its objective effectively and smoothly. Public Relations is not creating good image for a bad team. Since false image cannot be sustained for a long time. Though the organisation product or services are good it need an effective Public Relations campaign for attracting, motivating the public to the product or service or towards the purpose of the programme. It is not only encourage the involvement from the public and also resulting in better image.
An effective Public Relations can create and build up the image of an individual or an organisation or a nation. At the time of adverse publicity or when the organisation is under crisis an effective Public Relations can remove the "misunderstanding" and can create mutual understanding between the organisation and the public.

1.4. FUNCTIONS OF PUBLIC RELATIONS
• Public Relations is establishing the relationship among the two groups (organisation and public).
• Art or Science of developing reciprocal understanding and goodwill.
• It analyses the public perception & attitude, identifies the organisation policy with public interest and then executes the programmes for communication with the public.

1.5. ELEMENTS OF PUBLIC RELATIONS
• A planned effort or management function.
• The relationship between an organisation and its publics
• Evaluation of public attitudes and opinions.
• An organisation's policies, procedures and actions as they relate to said organisation's publics.
• Steps taken to ensure that said policies, procedures and actions are in the public interest and socially responsible.
• Execution of an action and or communication programme.
• Development of rapport, goodwill, understanding and acceptance as the chief end result sought by public relations activities.

Courtesy: Raymond Simon, Public relations: concepts and practices, 2nd ed. (Columbus, O.Grid, 1980), pp 9, 11.

1.6. THE COMPONENTS AND TOOLS OF PUBLIC RELATIONS
"Public"
A group of similar individuals; an assortment of persons having the same interests, problems, circumstances, goals; it is from such persons that opinion emanates.
Public is a varied creature; it comes in many forms and sizes. Public has a multitude of wants and desires; it has its likes and dislikes, some times, strong likes and strong dislikes.
Employers make for a public and employees another public; the government is a public and citizens constitute another public, and so on, each of these groups is a public of the sort, tries to attract a different audience with its own tools and techniques.
"Relations"
Human wants to create the need to establish relations with one another. The representative wants of the individuals will profoundly affect their relationship. To understand any relationship, therefore, one must understand the wants of those involved.

Relationships are of all possible types. We have relationship by rank-superior to inferior, inferior to superior, and equal to equal. We have relationship by sentiment-benevolent, Friendly, suspicious, jealous, hostile. A relationship may be active, or it may be passive it may be good or it may be bad, or it may be neutral. At any rate, the relationship is there to be accepted, ignored or altered, as desired.

Propaganda:
Propaganda is the manipulation of symbols to transmit accepted attitudes and skills. It describes political application of publicity and advertising, also on a large scale, to the end of selling an idea cause or candidate or all three.

Campaigns:
These consist of concerted, single-purpose publicity programme, usually on a more or less elaborate scale, employing coordinated publicity through a variety of media, aimed, at a number of targets, but focussed on specific objectives. A campaign objective may be the election of a candidate, the promotion of political cause or issue, the reaching of a sales goal, or the raising of a quota of funds.

Lobbying:
It entails the exertion of influence, smooth and measured pressure on other, exercise of persuasion cum-pressure. In essence, it means a group putting its points of view forward in an attempt to win the other groups support.

1.7. SOME POSSIBILITIES THAT WOULD CALL FOR PUBLIC RELATIONS
Promotional Opportunity:
To inform the new service / policy which call for Public Relations to make wider publicity.

Competitive:
To overcome the resistance (pre-set mind condition). Controversy:
To eliminate the contradictory conditions in between the organisation and the public.

Adverse publicity:
To inform the truth or correct issues and thereby removing the misunderstanding.

Catastrophe:
Announcement of any unfavourable issues.

Crisis:
Whenever threats arises.

1.8. PUBLIC RELATIONS IN GOVERNMENT
Public relations role in government:
The Government public relations contributes to:
1. Implementation of public policy.
2. Assisting the news media in coverage of government activities.
3. Reporting the citizenry on agency activities.
4. Increasing the internal cohesion of the agency.
5. Increasing the agency’s sensitive to its public’s.
6. Mobilisation of support for the agency itself.

Public Relations for Government (objectives and organizations)

National Objectives:
The basic function of the government Public Relations department / agencies is to provide information, education/instruction to the citizens. The effort should also motivate the people directly or indirectly, to discharge these functions in a meaningful and purposeful manner, it is necessary that the Public Relations Department / wing should be clear about the broad objectives which guide their work. The national objective should be non-political, non-controversial, and on which there should be a national consensus. The objectives should further the interests and the well being of the public as a whole and promote the many sided development of the country. The objectives should be long term ones and need not necessarily change with political vagaries.
2.1. COMPONENT
• Public Relations Objective
• Communication programme
• Content / message development
• Media Co-ordination
• Impact / Result monitoring

2.2. PUBLIC RELATIONS OBJECTIVE
For developing a sound Public Relations programme, a clear well-defined Public Relations objective needs to be established. These objectives should be very specific and measurable.
Example:
Objective: To immunize two million child of the state above the age of 3 and below the age of 5 during the period of August 15 to August 30 to avert the Polio.
Evaluation: Success of the programme can be determined by the actual number immunized. Objective:
1. To begin to provide the public with regularly scheduled advertisements about the danger of burning plastic in open air and its associated disease like cancer, disabled child etc.
2. To personally contact once in 3 months all media representatives (press meet) in order to inform the health hazards and to seek their cooperation for highlighting the issues.

2.3. PUBLIC RELATIONS STRATEGY
For effective implementation of the Public Relations objective a Public Relations strategy is to be evolved. The process of strategy starts with planning which consist of:
   a. Determining Key results area
   b. Define roles
   c. Selecting and setting objectives
   d. Preparing action plans relating to programming, scheduling, budgeting, fixing accountability and establishing rules and procedures.
Rice and Paisley suggest the guidelines for planning a successful campaign.
   i. Assessment of the needs, goals and capabilities of target audiences.
   ii. Systematic campaign planning and production
   iii. Continuous evaluation
   iv. Complementary roles of mass media and interpersonal communication
   v. Selection of appropriate media for target audiences.

2.4. PUBLIC RELATIONS PROCESS
The definition of Public Relations as relations with the general public through publicity, those functions of a corporation, organisation, branch of military service, etc., concerned with informing the public of its activities, policies, etc., attempting to create favourable public opinions.
Public Relations is the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfactory two-way communications.
1) Research-listening: This involves probing the opinions, attitudes and reactions of those concerned with the acts and policies of an organisation, then evaluating the inflow. This task also requires determining facts regarding the organisation: "what's our problem?"

2) Planning-decision making: This involves bringing these attitudes, opinions, ideas and reactions to bear on the policies and programmes of the organisation. It will enable the organisation to chart a course in the interests of all concerned: "Here's what we can do."

3) Communication-action: This involves explaining and dramatizing the chosen course to all those who may be affected and whose support is essential: "Here's what we did and why."

4) Evaluation: This involves evaluating the results of the programme and the effectiveness of techniques used: "How did we do?"

The first phase of Public Relations process is identifying and listing out the information or message to the communicator.

The second phase of Public Relations is to ascertain the existing image or awareness level about the issue in the target group or common public.

The third phase of Public Relations is developing of communication objectives and priorities.

The fourth phase of Public Relations is dealing with developing the message and choosing the media to transit.

The fifth phase of Public Relations is the implementation of the message and media, coordination or the dissemination of message.

The sixth phase of Public Relations is the communication process to check whether message reached properly and the expected action or behaviour or knowledge on image factors.

The seventh phase of Public Relations, in case the message did not reach properly identified the reason for the ineffectiveness and rectification of the same and disseminate the revised message.

Now, let us briefly see the above component:

1. Listing and prioritising of information is to be disseminated:
   May wish to inform the public:
   a) The new policy of the Government or organisation
   b) The change in the existing policy
   c) The new scheme promoted
   d) The change in the existing scheme Public Relations activity starts with identifying the message to be disseminated and prioritised.

2. Ascertaining the existing knowledge level or understanding the perceptions of the public:
   The organisation can check a quick survey among the target group of the public to ascertain the knowledge level of the issue for which the organisation is planning to initiate Public Relations process and in case of the image it is essential to know whether the image is positive, neutral or negative in terms of the assessment or in terms of the organisation or both.

3. Communication objectives and prioritise:
Based on the knowledge level or image factor, communication objectives is to be established which is possible to evaluate and the top management approval is required. For example, communication objective instead of using the term increasing awareness level about the scheme, it should be specific "By 2005, in the number of families where of the scheme be atleast one lakh" so that we can evaluate the impact.

4. Message and Media:
After choosing the objective, the content of the message need to be developed. While developing the message we should keep in mind the media in which we are going to use for disseminating that message. TV/Visual media may be effective for showing the demonstrating awareness. Training media may be effective whether the recipient may wish to keep the gap or further reference.

5. Implementation of message and media:
Based on the expected reaching level and target group, the budget is to be prepared and message is transmitted through the appropriate media's.

6. Impact assessment:
After release of the message, it is essential to study the impact at interval by interacting with the target group.

7. Message redesigned:
In case, the interaction of the target group reveals the message did not reach as expected the modification in message or media need to be done and the revised message should be disseminated.

The research process:
Opinion, market and academic researchers have developed a pattern of research that involves nine basic steps:
1) Statement of the problem
2) Selection of a manageable portion of the problem
3) Definition of concepts and terms
4) Literature search
5) Development of a hypothesis
6) Determination of a study design
7) Gathering of the data
8) Analysis of the data
9) Recording of the implications, generalisation, conclusions

Research for analysis of a specific problem should include these elements:
1) A broad overview of what has gone before that influences the present situation
2) Changes expected in the environment in the next year or so that could affect the organisation.
3) Social, political and economic trends foreseeable in the next five to ten years that could affect the organisation; and
4) What the organisation can do to influence the public to accelerate favourable trends and slow down unfavourable ones.

Public Relations Process:
There are at least nine questions to be answered.
i) What are the objectives in influencing public opinion?
ii) What are the alternative avenues of action for attaining them?
iii) What are the risks in taking each avenue?
iv) What are the potential benefits in each?

FACT-FINDING
RESEARCH
Situation
Background
Causes
Precedents
Allies
Opponents
Neutrals
PLANNING AND
PROGRAMMING
COMMUNICATION EVALUATION
Strategic
Analysis
Objectives
Alternatives
Risks
Benefits
Consequences
Decision
Tactics
Actions
Timing
Repetition
Follow-up
Results
Yardsticks
Proposal
Vehicles
Media
Talent
Cost
Conclusions
Revisions
Renewal
Termination
Approval
Commitment
Support
Participation
Feedback
v) What are the potential consequences beyond each?
vi) Which avenue do we choose to take?

vii) What should be the structure of a proposal to proceed on the course chosen embodying the projects and programmes we want to carry out?
viii) In what form do we present our proposal to best advantage for approval? To
whom?
ix) What is the minimum commitment in support and participation acceptable
from administration if the plan is to go forward and succeed?

<table>
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<tr>
<th>INPUT</th>
<th>ACTIVITY</th>
<th>OUTPUT</th>
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ORGANISATION

POLICY

ANALYSIS PR POLICY

ANALYTICAL

PROCESS

Target Groups

Media

Message

Intended effect

PROGRAMMING

Programming incl.

Budget Timing

PR PLAN

Analytical view on
present situation and
surrounding factors.

Co-ordination with
other corporate
activities.

ACTIVITIES

Evaluation

Follow up

ANALYTICAL MATRIX FOR PUBLIC RELATIONS PROGRAMMING

Target

Group

Information

Interest

(Most
receptive
to…)

Intended
Effect

(reaction or
relation
effect)

Message

(policy
and image
values)

Media

(established and
possible)

Priority
Activities (rough outline)

Problem statement:
The first product of the research is a statement that summarises what was learned about the problem situation. Written in present tense, the problem statement describes the situation in specific and measurable terms. It details most or all of the following:
- What is the source of concern?
- Where is this a problem?
- When is it a problem?
- Who is involved or affected?
- How are they involved or affected?
- Why is this a concern to the organisation and its publics?

3.1. INTRODUCTION
Image is the mental perceptions of the person related to an Object, a Product, Service, an individual or an organisation. The image need not necessarily true and image is only an indication that how a person perceived by the other(s). The organisations do have an image in the minds of public, customer, employee, Government or for that matter in any interested group. Some organisation enjoys from favourable image, where some organisation do not enjoy such a favourable image. The image is beneficial for organisations for achieving their objective. There are many images viz., Friendly, Speedy, Honest, Corruptive, Efficient, etc. Though we can not say which is a right image or wrong image, we can say some image are favourable to an organisation for achieving its objective with relative easiness.

3.2. IMAGE BUILDING EXERCISES
The Image building exercises start with understanding the present image and to chalk out, the desired image and to channalise all the Public Relations activities towards it. Now let us see how Public Relations department can understand the present image. The Public Relations department can gather information from various sources through appropriate data collection method. Some of the data collection method which will be helpful for understanding the image is described below:
1) Primary Data through interview:
The primary data collection method is best-suited method and organisation try to contact the target groups (Public) and obtained information. This is possible by developing the structured schedule or non structured interview and encourage the responded to come out with the information in a friendly atmosphere and as spontaneous as possible. Such information collected from various groups will form a basis for analysis.
2) Data from secondary sources:
Organisation can collect information / data information especially in terms of image, from published sources, information like article or coverage by newspapers or journals, the organisation is referred in some reports or referred at public meeting. This may provide a clue to, what the other person viewed about this organisation. This will also help the organisation in understanding and analysing the situation.

3) Analysis:
The data collected from primary and secondary method can form the basis for analysis and the required information is to be culled out with reference to image / public perception. This refers the image prevailing at that time among the target group or group from which the information is obtained. 

The Present image could be
Favourable
Neutral
Unfavourable / Undesirable

Desired Image:
The organisation may prefer a certain image and they like to project that image the minds of the public or among the target group. Normally top management and P.R. departments are involving in this exercise and they will identify the Mission Statement of the organisation and the preferred image that will help the organisation to achieve its mission. For Example: A social service organisation involved propagating income generation programme for the poor, may like to have a image as “Friendly Organisation”. Where as, some other organisation who are also involved in the similar activity may like to have the prefer image of “Speedy”.

Projecting the image (Image Building activity)
`Based on the existing image and the preferred image, it is essential to note that whether the preferred image is deviated from the present image or closely associated or neutral and based on the existing image the PR need to be focused. In case of negative or unfavourable image, P.R. need to focus first on either neutralising or remove the misunderstanding about the organisation and then develop the required impressions. In case of neutral or favourable image, the Public Relations can focus on more details about the organisation for creating favourable preferred image.

Public Relations functions need to adopt the appropriate strategy, by choosing appropriate message, appropriate media for the information in most effective manner so that the desired image can be creative and that will contribute to the organisation's success and growth.

Public Opinion Research:
Public Opinion Research ascertains what people think about an organisation its policy, service etc. and why they think so as well as their attitudes toward the organisation, etc.

Image Study:
The image study seeks to understand that how an organisation is known, its reputation and also what people thinks about its service, policies, etc.

Motivation Research:
Motivation research ascertains why the public attach favour or disfavour and why they are showing positive attitude or negative attitude and also the underlying
emotional factor.

3.3. EFFECTIVENESS SURVEYS

Effectiveness Surveys helps to measure the impact on of Public Relations activities on public opinion. Before initiating Public Relations activities the survey is to be conducted to ascertain the attitude of the people and another survey is to be conducted after the campaign is over and to see if there is any change and whether the public opinion is tilted in favour of the Public Relations objectives and thereby the result.

Public Relations plays an important vital role in enhancing image of organisation in the eyes of the public. Public Relations is not projecting the negative as positive. Public Relations is the process of communication with the group with whom in the organisation existing and with whom the organisation functions.