



Chapter Five: Management



Management Process of PR

- As with any management process, professional PR flows from clear strategies, objectives, and tactics.
- Managers insist on results; so PR programs can be measured in terms of achieving key relationships.
- PR's relevance is measured in terms of contribution to company objectives and the bottom line.
- To succeed, PR practitioners must have access to management and understand the business environment.



The boundary role of PR

- According to Grunig and Hunt, PR managers fill a boundary role: they function at the edge of the organization, as a liaison between internal and external publics.
- With one foot inside and one outside an organization, they must continually demonstrate that they are knowledgeable about the external environment and that they can build relationships with the various functionaries within an organization.
- They must know the organization's functions; understand its structure, especially its hierarchy of people and departments; know the processes and procedures for formal decision making; and develop formal and informal evaluative mechanisms



Reporting to top management

To serve as a true interpreter, PR must report to top management. In reality, PR is often subordinated to advertising, marketing, legal, or human resources. Whereas marketing and advertising promote the product, PR promotes the entire organization. What are the dangers of public relations reporting to advertising, marketing, or the legal department?

The job mistakenly becomes one of promoting a specific department, rather than the organization as a whole.

- The PR function must be independent, credible, and objective.
- PR serves as the organization's corporate conscience. An organization's PR professionals should enjoy enough autonomy to deal openly and honestly with management.



On reputation..... as Warren Buffet, put it,

“We can afford to lose money—even a lot of money—but we can’t afford to lose reputation—not even a shred of reputation.”

-- Warren Buffet
Berkshire Hathaway Co.

5

MAR205



Conceptualizing the PR plan

- Strategic planning for PR is an essential part of management.
- PR is traditionally considered a “seat-of-the-pants” activity – impossible to plan or measure.
- With proper planning, PR practitioners can defend and account for their actions. Before organizing for PR work, practitioners must consider objectives and strategies, planning and budgets, and research and evaluation.

6

MAR205



A management model for PR planning:

Environment



Business Objectives



PR Objectives and Strategies



PR Programs

- ❖ Setting objectives, formulating strategies, and planning are essential if the PR function is to be considered equal in stature to other management processes.

MAR205



The four-step process of PR management

1. Defining problem or opportunity: researching about the issue and determining the essence of the problem.
2. Programming: formal planning stage.
3. Action: the communications phase, when the program is implemented.
4. Evaluation: the assessment of what worked, what didn't and how to improve in the future.

8

MAR205



Activating the PR campaign

Based on your PR plan, it's time to proceed to:

- Backgrounding the problem: situation analysis; major aims of the campaign.
 - Preparing the proposal: preparing broad approaches to solve the problem at hand.
 - Implementing the plan: details operating tactics; also time chart.
 - Evaluating the campaign: did the plan work?
- ❖ Remember that although planning is important, it should not become an end in itself.

9

MAR205



Setting PR objectives

□ As the saying goes, "What gets measured, gets done."
Test your objectives according to these questions:

- Do they clearly describe the end result expected?
- Are they understandable to everyone?
- Do they list a firm completion date?
- Are they realistic, attainable, and measurable?
- Are they consistent with management's objectives?

10

MAR205



Budgeting for PR

As with any other business activity, PR programs must be based on sound budgeting. Here are two key points:

1. Estimate the resources needed to accomplish each PR activity.
2. Estimate cost and availability of those resources, both in personnel and purchases.



Implementing PR programs

What do PR practitioners do anyway? Here is a partial list:

- Media relations
- Internal communications
- Government relations and public affairs
- Community relations
- Investor relations
- Consumer relations
- PR research
- PR writing
- Special publics relations
- Institutional advertising
- Graphics
- Website management
- Philanthropy
- Special events
- Management counseling



The public relations department

PR professionals generally work in one of two organizational structures:

1. As staff in the PR department of a corporation, university, hospital, etc., whose task is to support the primary business of the organization.
 2. As a line professional in a PR agency, whose primary task is to help the organization earn revenue.
- ❖ Departments range from one-person operations to huge networks with hundreds of people.



The public relations agency

What are the main differences between working for an external agency and an internal department?

The difference is perspective: the former is outside looking in; the latter is inside looking out.



Reputation management

This means managing all aspects of an organization's reputation:

- Brand; Position; Goodwill; Image

❖ What is the value of a reputation?

A company with a good reputation can:

- charge premium prices.
- enjoy greater access to new markets, products and capital.
- profit from word-of-mouth endorsement.
- possess an unduplicated identity.
- Reputation management is the ability to link reputation to business goals to increase support and advocacy and increase organizational success through profits, contributions, attendance, etc.

❖ Review Question:

- Describe and discuss the "boundary role" theory of public relations management.