Training

Communication and Relationship with the Local Community

Timişoara,

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Guide for communication activities
Chapter 1. Communication Management

Introductory notions

Communication is a complex of actions that have in common the transmission of information from a sender to a recipient. Communication represents notification, piece of news, report, relation, connection. Even though it seems simple, the meaning of communication is much more complex and full of substance. Communication has a wide range of meanings, a variety of purposes and as many methods of expression and manifestation. Communication is a constant challenge for social psychology, an activity, the fulfilment of personal needs, the bond between people, etc.

Society continues to exist by means of transmission, through communication, but it is only fair to admit that it exists within the framework of transmission and communication. People live within communities on account of the things they have in common; communication is the means by which they get to mutually hold these things. In order to build a community or a society, they have to share common goals, beliefs, aspirations, knowledge – a common understanding – “the same spirit”. Communication is manifested on three levels:

1. Logical
2. Para-verbal
3. Non-verbal

Among these, the logical level (that of words) represents only 7% of the entire communication act; 38% occurs at para-verbal level (tone of voice, volume, speed of speech ...) and 55% at nonverbal level (face expression, position, movement, clothing, etc). If there are no contradictions between these levels, communication can be effective, but if there are any, the message will not have the desired impact. There are various types of communication: intrapersonal communication (communication within and with oneself), interpersonal communication (communication between people), group communication (between group members and between these and other people), mass communication (received or used by a large number of people).

Why do we communicate? ... The purpose of communication is first and foremost to draw others’ attention, to inform others, to explain something, to entertain, to describe, to persuade, etc. In order to describe the numerous meanings of communication that we use and live on a daily basis, we use the following three terms:

a. The form of communication: it is a mode of communication, like speech, writing or drawing. Language is the code by which information is sent, it is the tool of communication and an important element of this category; there are three types of language: written language, verbal language, non-verbal language.
b. The medium of communication: it is a means of communication that combines various forms.
c. The media: those mass communication means belonging to a single group. Well-known examples are the radio, television, the cinema, newspapers and magazines. All of these are distinct and they can incorporate a variety of communication forms. For example, television offers words, images and music. The term mass-media often identifies those means of communication based on technology that create a bridge between the sender and the recipient.
Communication with the community

What is the community?
William Gilbert (Baskin, Aronoff, Lattimore, 1997, p.272) defines the community as “a place of social institutions that interact, leading to interdependency, cooperation, collaboration, and unification between citizens, that is, a network of closely connected social structures.”

Each community has a vital role in what regards the economic prosperity of its institutions and vice versa. An organisation expects the community to offer adequate services, reasonable taxes, and good living conditions for employees, labour force provision and real support for its interests.

The community expects organisations to be active, to offer support for the community’s institutions, economic stability and a contribution to what we call “local pride”. These actions are usually mirrored by the mass-media, creating awareness among the citizens of the community.

What do the community relations involve?
Organisations have various reasons for which they want to have good relations with the community in which they activate. These can be business relations, image relations and can have the following advantages:

- Customers tend to buy products from the socially responsible organisations;
- A good reputation attracts valuable specialists;
- Advantages regarding taxes and duties;
- Business partners, suppliers and clients prefer to do business with companies with a certain fame;
- Involvement in the community adds new value to the organisational culture;
- The organisation’s reputation keeps the employees loyal; they are proud to work within the organisation.

During the last two or three decades of the 20th century, the problems acknowledged as of public interest have shed a new light on community relations, but also forced organisations to pay more attention to those around. Employees’ volunteering actions have become an important means of maintaining community relations and occupy a central position in most community relations programmes.

Management of communication with the community
Community relations are not grounded on sheer selflessness, but are focussed towards the organisation’s own interest. This is made clear by the following definition: “Community relations, as a public relations’ function, represent planned, active and regular participation of an organisation, with and within a community, in order to maintain and improve its environment, in its own benefit and in that of the community”. (Peak, quoted by Baskin, Aronoff, Lattimore, p. 274)

Communication with the community involves first and foremost the setting of objectives. The objectives imply informing the community about the products, services and practices of the organisation, with the purpose of correcting erroneous opinions of the community, to answer critiques and to gain support and favourable opinions.

Other general objectives could be:

- Support for educational, leisure, cultural, social and health-related activities;
- Ensuring an improved local administration
- Obtaining support for a legislation that would be favourable for the climate within the community;
In order to set coherent objectives, compatible with the community’s needs, one must know the community thoroughly.

Organisations try to find out through different sources how the community is structured, which are its weak points and strong points, its opinion about the organisation. Some organisations find out these things by using surveys, others employ professional companies for such services. Close contact with the community leaders represents an important source of information. Professional, civic, religious leaders, politicians, journalists can be invited at meetings on different themes, which can represent other sources of information.

An efficient community relations programme implies certain stages:

- The objectives must be expressed realistically and concretely. They can include actions related to the organisation’s experience, its reputation, the environment’s stability;
- The evaluation of the total cost of the non-profit actions and of the organisation’s resources which can be used for such relations. The interruption of the programme at a certain stage because of lack of resources is not beneficial for anyone.
- Analysing alternatives and choosing the most appropriate. For example, if an organisation wants to improve living conditions within a community, the options can go from partial financing of research regarding building methods of cheap houses, up to actually building them.
- Anticipating the impact of a community relations programme on both the community and the organisation.

In elaborating a community relations plan one will take into account the relation that must exist between the local community, public opinion and the objectives of the organisation. The organisation should be receptive to the community’s needs and come up with specific support. That is why it is necessary to clearly know the available resources.

The communication policy must be endorsed by the organisation’s management. The Public Relations Department is responsible for its implementation. What kind of activities and help can be offered to the local community? Here are some of them:

- Professional assistance for the community’s problems;
- Training sessions delivered by the organisation’s specialists (for free or for a low price);
- Access to the organisation’s facilities in advantageous conditions (sports ground, recreation ground);
- Organisation of “Open Doors Day”, an event appreciated especially by schools, for children’s education;
- Public conferences sustained by the organisation’s specialists (brochures can be offered, free samples, slides can be presented)
- Local mass-media relations, which can adopt a negative or adverse position towards the organisation;

Regardless of the organisation’s good intentions, the key of success, which assures the survival of a programme, is communication with the community and the diverse publics. If the communication plan fails in elucidating their problems, no relation will be built, while trust and cooperation will be mere words.

During the last decades, because of numerous accidents and actions of non-governmental organisations (ex. Greenpeace), the public’s interest towards environmental protection-related issues increased. When they have to communicate bad news regarding this field to the community, managers often have inadequate reactions; they try to hide the truth. All the people who live in a high risk environment are preoccupied by this issue and want to know
its nature, what actions are being taken to avoid this risk or to limit its effects for the future generations. (For ex. the explosion of the Chernobyl reactor in Ukraine, in 1986, Ritt, 2003)

The community's interest is legitimate. People started to actively respond to such accidents, to a point where certain activities were stopped and certain sites were closed. In order to succeed, such a communication plan should be compatible with the community’s interest. Its purpose is to make people trust the organisation’s ability to act in such manner as not to affect the community. An efficient, feasible plan should:

- Offer information on time;
- Ask for the community’s contribution and demonstrate that its ideas made an impact;
- To be genuinely interested in the community’s concern;
- To be in touch with the community constantly, by promptly answering its questions;
- To use a language accessible to the community;
- To involve the community in the decision making process;

In terms of communication, an ethical behaviour in the relation with the community means:

- Telling the truth in any circumstances
- The desire to answer all the questions, whatever the source;
- Acknowledgement of the fact that nothing can be kept a secret.

**Methods of communicating with the community**

In order to disseminate the image of “good citizen of the community”, organisations use annual reports, press releases, advertisements, public speaking, the Internet, community’s reports. The messages of the organisation are sent to the community by means of the employees, their families and the local mass-media. Other important communication channels can be the teachers, the priests, the local office holders and the leaders of local minorities.

The community as well provides communication channels, like associations of various types, clubs, cultural and political organisations, young people’s groups. Managers should be encouraged to use all these channels in order to build and consolidate the organisation’s relations with the community.

The public within a community is contacted in different ways, from an informal discussion with a business partner up to advertisements disseminated by the mass-media. Internal publications, brochures and reports can be distributed to local leaders. Local groups could be given access to films or exhibitions could be organised at commercial centres or airports.

Finding new manners of helping the community is also based on communicating with it. Here are some ideas that can be used in a community relations plan.

- Elimination of a problem that the community deals with – collaboration on programmes against smoking, alcoholism, drug consumption.
- The wider use of an old programme/concept, as to include something new – for example, an airline company organises a class for young women living in a poor area meant to teach them how to dress and improve their physical appearance, thus offering them more self-trust and giving them more chances to find a job.
- Reconstruction, reconditioning, decoration of certain buildings of the community, counselling and professional training in the expertise field of the organisation.
- Motivating others – for example, a hospital can collaborate with other organisations as to support social events, obtaining great amounts of money, which can be used in medical research.
Publics within the community

Organisations interact with a variety of publics. Not all organisations have the same publics, or the same type of public. However, whether the product is an object, service, a cause or an obligation, we detect every time various publics which direct the mission of an organisation in their own way. Taking into account the fact that public relations aim at gaining and maintaining the understanding, sympathy and involvement of its publics, it is extremely important to define and be thoroughly aware of the publics. If we reckon that the success of a public relations campaign is measured through the support of the target publics, then we shall have to research the common interests of both the organisation and those publics.

In his piece of work *The Mass Media*, Bill Rivers, professor at Stanford University, describes the categories of public: “The number of categories of public equals the number of groups with different income levels, education, taste and civic conscience; it is equal with the number of groups with different political orientations, different religions, etc. What is appealing and convincing for a category of public could seem unimportant to another category; moreover, the definition of each category of public is never static; it changes according to the existing problems.”

There are various types of publics:

- **The suppliers** (the existence of the organisation depends on their existence, they are the supporters, the stakeholders, the investors; in the social, political or cultural fields, service suppliers and idea suppliers play an important part; for example, the government could choose an organisation or a certain group within the civil society over another to be offered a subsidy)
- **Internal publics** (all the employees of an organisation, involved in reaching its objectives; the internal public is closely linked to the life and image of the organisation, therefore it is necessary to manifest interest towards it)
- **Intermediary publics** (they are a bridge between the organisation and the beneficiary, including all the persons who contribute at sustaining the services, without being employed by the organisation; all the professionals outside the organisation – lawyers, psychologists, social assistants, engineers, accountants)
- **External publics** (the existence, survival and development of the organisation depends on them; there are the clients/beneficiaries, the players, that is, the allies, the uncommitted and the opponents)

1. **The clients/beneficiaries**: the beneficiaries of the particular service offered by the organisation, those who endorse a cause; they represent the reference market, those who will use a certain service or product of the organisation.

2. **Social actors**: are these people that gravitate around an organisation, who influence it, not necessary becoming or being its clients/beneficiaries.
   - **PARTNERS**: associates that reunite organisations of the same type
   - **OPPONENTS**: those that don not support the activity of the organisation, those that have inimical intentions
   - **RIVALS**: alternatives for the same needs
   - **LEGISLATORS**: different echelons of the government power

The formulation of some conclusions related to the organisation’s publics may be useful. Thus, through answers to the aspect like next: Who are those to whom the problem is aimed? What do we know about them? Which are the strengths and weaknesses related to this problem? Which are the „good” and especially the „bad” publics? At the same
time, the simple enumeration of these publics is a necessary condition, but not sufficient, because these ones should be analysed for a better knowledge.

Each person belongs to many public categories. For example, students enter into the public category that is important for the university or faculty they are registered at. If a person is to graduate, then he/she enters into the public category that is important for the potential employers from the community. If a person is newly married, then he/she enters into the public category important for the immobile agencies eager to sell a house.

In the same way as each person belongs to many public categories, each institution has to communicate with more public categories, from clients to suppliers, employees and shareholders. For example, in a support campaign of a candidate for politics function, the person that manages the public relations would compose the messages for the sponsors, voters, and reporters.

The rapid development of the technology implies the fact that messages may be received by „unexpected receivers”. Though, it is very important that they to be known, and their existence and reactions to be taken into consideration, because there may appear misunderstandings or crisis situations. For example, a businessman or a politician may, unintentionally, comment about the citizens of a country in his/her speech. Of course, this thing may raise discontent of the respective citizens when the statement reaches them by media means. This kind of communication blunder may question the commercial negotiations or other kinds of business.

There are so many public categories that public relations experts often prefer to divide them into two big categories: internal and external. The internal publics are the groups within the organisation (employees, administrative council), „all those that share the identity of the institution”. The external publics are the groups outside the organisation (representatives of the mass-media, clients, and local authorities).

James Grunting by studying the evolution of the public of an organisation sets out the following stages (Rift, 2003):

- Non-public;
- Latent public;
- Conscious public;
- Active public.

The non-public is the category of people that are not involved or is not affected in any way by the organisation and organisation does not have any impact upon it.

The latent public includes those that are not aware of the fact that they have a relation with the organisation related to some problems.

The conscious public accepts that it is involved in the problems of the organisation, that its actions affect (positively or negatively) and that they can have an impact upon the organisation through their opinions, attitudes, actions, but do not communicate this thing to others. When this type of public begins to communicate and act in an organized way in connection with a certain problem, it becomes an active public.

No project can evenly pay its attention to all the public categories. That’s why, public relations experts have to choose the public categories that they consider are more important for the communication effort. It may be the public the most affected by new politics or may be the groups whose opinion is very important for the organisation, in any action, the most important groups for the communication effort are called target groups. The target groups are the active publics that may directly influence the activities of an organisation, in a certain situation. They are the publics vised by the communication programme of an organisation.
and are selected based on certain criteria: demographic, psychographic, geographic, social position, reputation.

In his book, *Public relations – interdisciplinary foundations*, Adele Rogojinaru, professor at the University from Bucharest, adopts the idea that there are two states of the public: decisionary and receiver. The first state, decisionary, characterizes the capacity of the public to gather around a common action which it supports and participates in. The second state is characterizes the capacity of the public to answer to a certain information provided by the transmitter.

Judging by this classification, it seems that the receiver state plays a role in the public communication, because its scope is to obtain as many active answers from the receiver public. Nevertheless, the role of decisionary should not be ignored, because many times the scope of the public speech is to persuade a public in connection to a certain problem. Consequently, the public represents the active part of an organisation, it is the part in accordance with which the objective is fixed, the objectives and direction towards which the respective organisation’s activities are made for.

Any organisation should confront, every day, every week, every month, every year, new challenges, to face new problems, to take decisions that assure the development or hasten the decline. For imposing on their environment, the organisations have to support themselves by different strategies. More often, public relations prove to be the original and efficient instrument for replaying to challenges they confront. The public relations have an important role in solving the daily problems the organisation confronts, in launching new ideas, being complementary with a lot of other perspectives: judicial, financial, human, spiritual. To make an activity, an idea or a product public not enough that these elements simply exist, it is also necessary that they be known. This kind of public relations became, for numerous human activities, the most coherent way of expression.

In what follows, two fundamental techniques will be presented: mass communication, respectively personalized communication. Each of them supposes, in its turn, a series of specialized techniques.

**Mass communication**

This one addresses a mass public, without differentiation, having as target groups large groups. The main types of mass communication are:

1. **Public relations**

   The public relations as it was said before are pursuing to create a feeling of confidence and sympathy between an organisation and its public. For this reason they resort to different ways of catching the attention of the mass-media or of the public of the respective organisation. In opposition with the advertising, public relations try to get free space for press.

   Public relations use as a main instrument the relations with the press, as well as any manifestation of the anniversaries, visits of some officials, products/services launching, etc. Public relations often vise the developing of the image and the recognition of the organisation, but they may be used in reaching all the other public relations objectives. They reflected upon an organisation, upon its image and social role. They are also used to increase the „selling” of a certain service or to support the causes and objectives of the organisation. From this point of view, public relations represent both an approach, a state of spirit, a way of administration, and an ensemble of techniques.

   Public relations make up a relatively cheap and efficient means of communication, if we master it properly.
2. Relations with the press

The relations with the press refer to all the connections that an organisation may establish with the mass-media. These relations have the scope to promote the activities of the organisation, its points of view, among the target groups, through media channels. The actions through which it is tried to catch the press’s attention are different, among the most important being the press releases, press-conferences, meetings and briefings.

Press release permits the press institutions to find out a news without the employees to leave the editorial office. There many type of press releases, for example, invitation-press release, news-press release, sent several weeks before the event, to favour the apparition of the respective subject in the written press and on television or radio. The advantages of the press release are numerous:

- Facility and rapidity in its conception
- Efficacy in reaching an ensemble of press institutions
- Economic instrument from a financial point of view;
- Remittance of exact data;
- A good control of information;
- A source of evidence for journalists.

The press conference is an event itself, holding more strength than a press release because permits the journalists to ask questions those who are holding the conference and to create detailed evidence about the subject. Since it demands the motion of the journalists, the news have to justify that motion.

The press folder is a supplement element of a press conference. It can have a larger spreading than that supposed by the participation at the a press-conference. The folder may be delivered to all the partners, journalist, that are interested in the subject of the press conference. The relations with the press are completed by the meetings with the journalists, more or less formal, as well as through lunches or round tables with the editorialists or through the participation in emissions on different topics, on radio or television, through briefings, etc. Simultaneously, there is a variety of activities destined to mass-media, such as dress rehearsal or the premiere of a cinema performance, etc.

Press files are a basic instrument in the relation with the press, containing a list of the journalists with whom the organisation collaborates. After the list is made up, there will be a series of categories of certain journalists – from the written press, from audio-visual or specialized press. An important aspect is linked to the category that has a better position in reaching the vised public.

Attracting the news is also an essential aspect. Within the framework of relations with the press the journalist are at great demand with the organisations. Thus, the favourable aspects of the organisation should be pointed out, as well as the favourable moment of approaching a certain subject. Also, an essential element is linked to the way in which the journalists act, respectively their logic. For example, to attract the mass-media at a products launching or a press conference, it is recommended to invite a personality, a political leader or a star, emphasizing his/hers contribution to the event.
3. Lobbying activity

It is a part of the large field of public relations, but it refers to the government and administrative relations. More often, the organisations are forced to interact at different stages of the government authorities that administrate the social ensemble, from the moral politics to the way in which different things are labelled. At the same time, the organisations are developing in communities with more precise expectations, that may be manifested as partnerships, or may be hostile.

Public affairs represent the ensemble of techniques and approaching used by the organisations in their relations with a series of special publics. The organisations will use the public relations and the relations with the press to create a favourable public opinion for their point of view in front of the public instances, but also the so-called lobby activity, that is a special step whose scope is to influence the public decisions. Lobby activity is legalised and adjusted by a legislation that oblige the organisations to reveal who are representing them, as well as laws or norms that they want to modify, altogether with money amounts that they are ready to invest for reaching their goals. By the reason of this type of approaching of the public relations, the press presents the appeals addressed to the citizens for determining them to support or to oppose a certain law being in preparation.

Lobbyists resort to mass-media for attracting the sympathy of the public toward the position they sustain, but also in interpersonal relations, for sustaining the same point of view towards the politicians. The techniques from the interpersonal relations field are of two types: official and informal. The official ones allow for organizing of reunions, editing of documents strongly argument that may sustain the organisation’s activity, and the informal ones allow for business lunches, entertaining activities, etc.

“Public affairs constitute a specialized domain within the framework of the public relations that are concerned with the necessary relations for developing the public policy, legislation and settlements that may affect the organisations, their interests and operations.” (Jon White).

“...The lobby implies the collaboration with legislators and government officials for promoting or changing the legislation or settlements.” (Kotler)

Nowadays, in different countries, there are numerous pressure groups and individuals that consider that the big companies make excessive profits exploiting the society and environment. Due to the protesting actions initiated by these pressure groups (activists) and the trend made by them (activism), organisations realized that cannot regain their credibility through traditional techniques of the public relations. They understood that it is necessary for them to assume a greater social responsibility. Consequently, their role in public relations has increased in this domain and the goal of the function of the public business has extended.

Public affairs sustain the image of the organisation trying to assure that it is not affected by problems related to their services or products.

4. Propaganda

The specific character of propaganda lies in the fact that it tries to impose a certain idea. What differentiates it from public relations is rather the manner the message is built, than the manner in which it is transmitted. Propaganda constitutes an approach which aims to introduce in people’s mind a philosophy of life, a way of thinking.

Propaganda involves a number of characteristic rules. We could even say that propaganda doesn’t care too much of the means being used, it is only interested in the final results. It reduces itself to any attempt to force a public to adhere to a certain cause.
5. **Publicity**

Unlike preceding techniques, publicity involves a cost of purchasing written press spaces and antenna time (in the case of audiovisual media). This means that the organisation chooses the press institutions, the message it wants to transmit and the desired moment. Publicity is part of the mass media content, be it written or audiovisual media. In the same time, there is the commercial publicity, or the institutional, social, prestige-granting, supporting, or the pro- or counter-debate for a specific position.

6. **Direct communication**

Direct communication aims the direct promotion and publicity for the simple reason that in this way, the message reaches exactly to the desired target public. Aspects related to direct communication will be presented in details within the personalised communication section.

7. **Sponsoring**

Sponsoring is also placed in the publicity field, because an organisation has to pay for acquiring the visibility that sponsoring confers. Sponsoring consists in allocating a certain amount of money or in offering certain services, and in return the name of the organisation will be visibly displayed during the whole duration and in all the spaces reserved for the event. This technique allows the sponsoring organisation to gain prestige.

In conclusion, we may summarise the main factors that help orientating the organisation’s options with regards to publicity:

- the organisation wants to control in an absolute manner the content and extent of its message;
- the organisation wants to obtain rapidly and simultaneously the main part of the target public;
- the organisation wants to be able to repeat the message

In order to be sure that we have chosen the appropriate media channel, this one must have the capacity to reach in an obvious manner the desired target; it has to offer an editorial context that does not come in contradiction to the promoted product/service/cause, and should also have a competitive price.

Sponsoring means funds used for promoting public activities (e.g. sportive events, arts exhibition) which the organisation’s image is associated with. This can be also connected to the marketing, when noble cause are supported or events related with the recognition of a name or brand, other than those foreseen in the advertising strategy of the respective organisation.

Sponsoring is a powerful vehicle for public relations, being a different type of relations with local community. Its aim is to make the community familiar with organisation’s name, and remaining in the public opinion’s attention shows the goodwill of the organisation (supporting charity actions, activities for protection of environment, artistic events) and attracts the interest of mass media.

When it accepts to become a sponsor, the organisation needs to have in consideration its own objectives. Through actions of this kind, the organisation ties its own name to something specific – to its own objectives.
This is why a main part of these sponsoring actions are targeted towards sports, especially to team sports, with a large number of spectators (football matches). Ioana Cecilia Curta (1993, p.30, cited by Ritt, op.cit.) outlines in her book entitled “Sponsoring – definitions, objectives, forms” a few characteristic features of sponsoring:

- sponsoring is characterized by a relation of exchange based on the principle of providing a service in return of a counter-service;
- in return, the sponsored person/organisation has to provide certain counter-services agreed-upon in advance. These have to be directed in such a manner so to favour directly or indirectly the marketing objectives of the sponsor;
- sponsoring activities use on a large scale publicity, sales promotion and public relations with regard to sponsored activities;
- the sponsor gives access or offers to the beneficiary money or other resources of the company. Potential beneficiaries of sponsoring include persons, groups, and organisations from the field of sports, culture or politics.

8. Fund-raising

While public relations represent the total effort of an organisation to present itself to the public, fund-raising only represent one specialised aspect of PR. Because it tries to convince people to voluntarily offer their money, fund-raising requires a higher degree of awareness, knowledge and involvement, as well as intensive and specialised public relations activities.

Internet has become an important instrument in the activity of public relations specialists, both for donating organisations and for the benefiting ones. The first ones make their accomplishments and mission known. The offer of information about own mission and provided services helps interested people find the organisation, attracts volunteers and indirectly sustains the fund-raising activity.

Other valuable communication mechanisms are represented by e-mail, mailing lists, chat-groups. Messages soliciting donations can be addressed either to previous donors, found in organisation’s own database, or to potential new donors. The existence of such a database with e-mail addresses maintains lower costs for the fund-raising activities than if post communication services were used.

Fund-raising action is intensely practiced by non-profit organisations, serving as an alternative financing source. Schools, universities, hospitals, museums, prisons, special shelters for children or elder people make more and more use of this mean in order to be able to purchase equipment and goods necessary for their proper functioning.

There are different forms of fund-raising: the direct method to solicit money (phone request, letters), events organised especially for this purpose (auctions, concerts, dancing events), indirect sales (selling products that include in the price funds meant for somebody, e.g. “author stamp”), charities or sponsoring.

Non-profit organisations need to collaborate in their efforts with mass-media. They offer numerous free or few-costly opportunities (public announcements service, press releases, interviews).

For a successful action, we need to first obtain the full support of the organisation’s leaders for the fund-raising activity. Then, we have to define the categories of public to which we will appeal and to elaborate the proper message. An important phase is to develop a database with actual and potential donors.
**Personalised communication**

This requires that both parties involved speak directly, without intermediation. It involves a well-defined target group, is manifested in formal situations, such as work meetings, or in informal ones, such as conversations. The main approaches are:

1. **From person to person**

   This refers to an ensemble of relations in the framework of which the two parties interact.

   **Direct meeting**: comprises all forms of meetings between individuals. This communication form allows the source to adapt its message according to the positive or negative attitude of the target. Thus, the message is perfectly controlled. These meetings can have various forms, such as conversations, confidential discussions, group meetings. Rumours make also part of this category, because they circulate various information.

   **Telephone**: constitutes a communication instrument between two persons. The organisation can use telephone approach in order to propose the visit of one of its representatives, or can suggest a meeting in which the qualities of a product can be demonstrated.

   **Publi-post type services**: using the courier for directly reaching the target, at home, represents another way of using personalised communication. This approach allows to directly address the chosen target.

   **Product promotion**: this is a technique meant to directly propose to the potential client a product or a service. Promotion is used as a stimulus for catching the target’s attention, activated by the first contact.

   **Exhibitions**: they offer the opportunity of a direct contact of organisations with a part of their public. An organisation may reach thousands of persons, engaging a direct communication between its representatives and the visiting public.

2. **Small groups meetings**

   These bring together a number of individuals and offer the opportunity of a special type of approach. Either it refers to meetings of an organisation’s staff, or to reunions specific to campaigns, all these are situations in which the interaction between individuals becomes easily possible. Besides meetings, there are also training sessions in which the message source comes in contact with the target-group, conferences, occasions when many individuals are spontaneously reunited for a specific subject or idea, events aiming to assemble individuals around a well-precised theme and to directly transmit them various information.

3. **Large-scale gatherings**

   Certain gatherings that involve large groups of persons can also give rise to direct and personal interactions.

**Identity elements**

- **Logo**

  The blending of the text with an image creating a strong logo is perhaps the most difficult but the most important presentation element. This way everyone will associate the name of the organization with an unforgettable image. This is why your logo should represent your organisation – through colour, letter type, drawings and size.

  Once created, the logo should never be changed (it is not practical to change your logo every second year) and it should be used on every distributed material and on all the mail. The logo should be strong enough to last the entire organisations life.
The logo should be printed on all business cards, all envelopes and every paper the organisation is using. When you send a petition to the members of parliament your logo should be on top of your page so that every decisional factor will know that it regards your organization. Also, if your NGO sponsors a research, your logo should be on the first page.

In everything you do you should use your logos so that it becomes a tool that reminds people of your NGO and the image should always captivate them.

- **Your logo on folders**
  
  All the important documents should be kept in folders that have the logo printed or stuck with stickers on them. These folders help your image at every press conference or meetings. So every time you get the chance present those press conferences, paper clippings and booklets to key audience like reporters, potential sponsors or colleagues from other NGO-s

  It is not considered professional if you give all this information separately. All efficient NGOs have all these material in one folder that can be easily kept and searched through for references. This is an easy and simple way to make a good image.

- **Introductive brochures or flyers**
  
  An organisation should have at least one brochure or flyers that speak about its mission members and activity. This type of material helps those who see it to quickly understand what is the purpose and sense of the organization.

  Many times brochures are made of A4 carton paper, folded in three parts. If there are enough financial resources many of these have at least two colours. This is not an absolute condition. Your brochure can have any size you want as long as it’s well written, has a good design and is easy to read.

  No matter how your decision looks like it is very important to keep the written message and the design simple and practical. This is very important because it increases the probability of being read.

- **Informative brochure or ‘summaries’ of one page**
  
  Brochures are a very good way to transmit certain messages and to give information regarding the history of some specific problems or advocacy campaigns. You could take in count the making of some special brochures that regard special problems and/or brochures that address a certain audience. Each one of them could be different depending on the nature of the audience. For example, the brochure regarding energetic efficiency for parliament members will look different from the one given to students. Brochures can be sent by mail, distributed in meetings or included in your NGO folder.

  If your NGO cannot afford an entire brochure dedicated to a single subject another option can be the printing of a ‘one page summary’. These should be attractive and well written, printed on good quality paper, highlighting the specific problems. Like in the brochures these pages can contain an image or two and some important quotes as well. This method is very flexible, you can always change or add another sheet of paper.

- **Annual report**
  
  Many NGO’s print an annual report that includes a list of financing sources, highlighting the sponsored activities and how the funds were used. This is a very important financial instrument, but at the same time an excellent way to show the organizations activities and achievements to future sponsors. If your report contains only budgets, this will only interest certain persons. So it is your job to blend all the numbers with information about your organization in a creative way. You can also include images, charts, quotes and short
tales. In this way there will be more interested in your report. Do not forget to include at the beginning of the report your organizations mission. Think that that this is the page in which you say “who you are”.

Somewhere at the beginning of the report there should be a letter from the President or Executive Director of your NGO. The letter should remind readers the organizations philosophy and values, it should point out the most important news of the year as well. The executive director should also thank sponsors for their help.

- **Member list**
  Somewhere in your material folder you should also have a member list. If you want the public to know that you are a force, show it! List groups that consider your activity important enough to join you. If the number of members is too big just list the most important and of influence members and remind brief about the numbers of persons that joined your NGO.

- **Newspaper clippings**
  An indicator of your influence and force is the ability to draw the attention of the press. Potential sponsors, members, other NGOs, chosen officials, all want to know what are your relations with the press. This is why you should include in your presentation materials a collection of newspaper clippings. All articles about your organization and all the commercials you sponsored should be included. You should also include a list of all television appearances. Mention the date, name of the programme, channel and subject.

- **Newsletters**
  Generate an instrument that helps you to constantly keep members informed about the activities of your NGO. Members joined you because they believe in your mission and because the activity within your organization is important for them for personal and professional reasons. They gave you their support, they deserve to be informed.

  Many NGOs crop a newsletter which is sent by mail or fax to all parties interested. The purpose of a newsletter is to remind its reader about the great activity within your organization and also about future activities and news. As a central organization you have news that others don’t know. Make the information flow. But make your newsletter easy to use, attractive and professional. And of course the newsletter should contain the logo, address and phone number. If the organization has a slogan this could also be included.

- **Other identity materials**
  There are other types of elements of presentation that can be used. These include video tapes, calendars, t-shirts, pens, mugs and posters. Generally a video tape is best used to capture a problem during a specific campaign. This is when you can be absolutely sure that the interested parties will look at the tape.

  Posters are also mostly created for specific campaigns. Their purpose is to attract attention and send a message. Pen and t-shirts can be used in order to make your organization better known.
Chapter 2. Public relations

Although they exist as a profession, business and process for over a century, public relations still raise a lot of confusion and controversy. Public relations cover a great variety of domains and functions: communications, relations with the community, client relations, employee relations, relations with consumer groups, international relations, relations with investors, problem management, mass media relations, informing of the public, writing of speeches and relations with visitors – Public Relations Society USA.

Public relations nowadays are part of the management strategy. This domain has two functions: to respond to the demands of those who influence the development of the organization and also to motivate them. The settling of an organization's policies means first of all taking in consideration the interests of those on which it depends. The next step is putting those policies into practice. This means the development of a communication policy that can establish and maintain a trustworthy relationship with all groups of the organization.

Public relations involve several activities. The participation of some persons in activities of public relations and the fact that they consider themselves as working in „public relations” makes it difficult to define these. But public relations mean so much more than this.

The changes in public relations domain can in time switch the accent from one activity to another. These days the technological developments produced many of these changes. Another result of this development is the growing globalization, which affects the internal communication and the external as well and changed the way crises are dealt with. Now for every crisis there is a global interest that creates the urgent need of proper reactions from organizations, reactions that will be judged by the international justice of public opinion.

Ten basic principles of public relations

The result of public relations must be the real behaviour of the organization and the perception of the public. That is why the public relations are also named:

- Communication management
- Reputation management
- Relations management.

We can describe the function and purpose of public relations in 10 basic principles:

1. Reality stands at the base of public relations. Planned programmes that consider first of all the public interest are the basis for good public relations;
2. Public relations are focused on services that have the public interest in the foreground not a personal one;
3. Because of the fact that the public is the one that gives its support to the person in charge with programmes and policies in public relation, this person should always take first in count the public interest in creating those programmes and policies. (A good user of public relations has to know when to say NO to a programme that cheats)
4. A good user of public relations has to maintain the integrity of all the mass media channels he uses (he should never lie to the press).
5. A good public relation practitioner has to communicate well in order to maintain a good relationship between the organization and its public.
6. In order to be a good communicator, a public relations practitioner has to do an
intensive research of public opinions;

7. In order to understand the public’s opinion a public relations practitioner has to use
social sciences like: psychology, sociology, public opinion studies, communication
studies.

8. A public relations practitioner has to use knowledge from connex sciences also:
psychological theories, politic sciences, economy and history.

9. Public relations practitioners have to explain problems to the public before they
become crises.

10. The work of a public relations practitioner has to have only one standard: ethic
performance.

The public relations practitioner

A specialist in public relation is often the connection between the organization and
the outside world. In many cases the person in charge with public relations is second in
command after the general manager, being the „face” and the „voice” of the organization.
Also this person is the source of information about what the public thinks and says regarding
the organization. He/she has a direct link to those important to the management, and this link
has to be very well kept.

Public relations practitioners have to have various skills. They have to be creative in
solving different problems and they have to stand the stress this kind of work triggers.
Problem solving requires good team work and acceptance of others opinion as well. Edward
L. Bernazs made a list of 11 personal characteristics that a public relations practitioner
needs:
• Character and integrity;
• A sense of reason and logic;
• Ability to think creative and imaginative;
• Love for truth and discretion;
• Impartiality;
• A profound interest in solving problems;
• Good general knowledge;
• Intellectual curiosity;
• Power of analysis and efficient summarisation;
• Intuition;
• Knowledge of social sciences and public relations mechanisms.

Public relations

For preparing a proper strategy of public relations ii is necessary to concern about the
similar past activities of the organization. This thing will permit us to review the strategies
that have been performed before and, if their results had been evaluated, we will find out
public’s reactions to precedent campaigns.

The general objectives of the public relations campaign plan, as well as the means
used within its framework will be different depending on the discourse – internal or external.
The two perspectives of the plan will have to be complementary and coherent with each
other, because the organisation, as a social institution, can not use a double approach.
Campaign plan may focus just within the organisation, if the mandate justifies this approach.
But we must take into consideration that a dynamic campaign, performed towards an
external environment, may also constitute a source of motivation for the employees. It will
be necessary not to forget that the employee of the organisation, a subject of the internal
relations, is, at the same time, one of the citizens that perceive the messages destined for the external publics.

**Internal public relations**

Related to the policy of human resource administration, internal public relations have the scope to concern about the informing the members of the organisation, with the scope to permit the harmonious and efficient functioning of a complex and decentralised institution.

Does an internal plan of public relations exist? If not, do specific experiences, the kind of informative bulletins or notes addressed the whole staff, exist? Has the organisation made surveys for measuring the level of professional and personal satisfaction of the employees? If yes, in what period? Does any audit that has evaluated the internal climate of organisation, as well as strengths and weaknesses of the internal public relations programs exist? The ensemble of these elements will offer a picture of the situation in what the public relations are, permitting the suggestion of a proper program. Nevertheless, there are few organisations that use such means, that’s why many times these internal analyses show the „diseases” that the organisation suffers from. The employees are complaining because that they are not being informed, and are not being supported and encouraged.

What is needed to be done in such situations? Firstly, the proposal of revalorisation strategy of these ones. Remember that internal public relations of the organisation use different ways of communication:

- controllable: publications, video-diaries, administrative circulars, internal electronic network
- non-controllable: media articles, rumours, discussion among the employees.

It would be wrong to think that public relations service administrates and controls alone all the activities of this kind of the organisation. The institutional representative of the organisation plays the role of the communication relay between internal and external parts of the institution, as well as between different subsystems that make up institution as a whole. Also, the responsibility of internal public relations is, in general, divided between the public relations department and human resources one.

The interaction that is at the base of public relations is a social one, to the extent at which it permits the mobilisation of people, but also an economic one, because the efficacy of the organization reflects the internal dynamics.

In any organisation, at the public relations level, a real necessity of simple, coherent messages, that would bind leadership and employees, but also the last ones between themselves, is manifested. The internal public relations may be studied from three different angles:

1. **The circuit of the information „from top down”**
   It is about information that goes from the leadership factors to the employees. This type of information has the function of animating the working group and to maintain its cohesion.

2. **The circuit of information „from down to the top”**
   It presents itself as a result of a consulting system of the employees or the reception of the spontaneous expression of an informational flux that ascending the decisional instances, transposes the needs, preoccupations and the proposals of the staff from the base of the organisation.

3. **The circuit of the information „horizontally”**
   It’s pursued the way in which the actors interact, which actors interact, which are the subgroups that make up the organisation, if they just coexist or also make exchanges between them.
Internal organisational communication pursues first of all to reach the internal public of the organisation. It’s about an ensemble of functional and psycho-social interactions unfolded within the organisation. The functional communication has to ensure the spreading of the orientations and objectives of the organisation. The psycho-social relations pursue the development and maintenance of a positive climate, of the motivation of the staff and the cohesion of the ensemble.

The techniques of coercion and recompense include *coercion and penalization* (norms, decrees, decisions that impose limits on the people’s behaviour, strikes and terrorism represent direct forms of coercion, as well as the reaction of social rejection of the individuals dissatisfied with the existent norms), *recompense and privilege* (festive moments, presents and allowances).

Certainly, any organisation and institution doesn’t have a single public, but, beyond the recognition of the existence of these publics, there is a need for a plan to reach them. It is normal to point out the importance of the maintenance of good relationships with the sponsors, investors and mass-media, but the „internal publics” must not be ignored (employees, members, volunteers), that represent the power from within.

Regrettably, there are a large number of executive directors that do not think that the employees make up a public, instead they consider the clients, beneficiaries, sponsors or investors being parts of the public that they have to reach and to win their confidence. Numerous institutions, organisations, companies that launch informative bulletins and that organize parties, picnics, football matches still manifest a detachment towards their employees. The bulletins published or in electronic format, give the sensation that the employer talk, and the employees are listening. Of course, some people consider that these aspects are satisfactory since they bring more than is demanded the employer by law. There are persons that point out the fact that those organisations, institutions that insist on an atmosphere in which all the employees make up a large happy family will have problems later. Besides, many persons avoid having relationships with their colleagues at work, preferring to their job, to take their salary and to keep a distance between their work place and other aspects of their lives. Many others consider their work colleagues as being their best friends and that this aspect makes work more satisfactory.

Just some organisations choose to consider their employees and volunteers as being a segment of the public that may be rapidly activated, involved in and motivated to support the effort of institution/organisation promotion through direct methods, as well as indirect, that rather looks like a change of attitude than a physical way of participation.

It’s necessary to pay special attention the way of internal communication from different reasons:

- no one knows better an organisation/institution (with its strengths and weaknesses) than its employees;
- in very hard periods, there is a need of support of a devoted staff, and the employees must understand the role they have in obtaining the stability;
- in difficult periods (form an economic point of view, and not only), mass-media and members of the public will have a picture of the institution focusing on the employees, listening to and observing them. May it happen at casual meeting with a member from the media, or through a question from a friend or a gesture made when some one enters or leaves the edifice, any employee may ascribe the institution/organisation a favourable or unfavourable image.

Richard Beven, a specialist in relationships with employees’ issues, mentions the following: „Communication means more that just some symbols or messages. It is the vital process through which the organisation survives, adjusts and fights. The communication with the
employees may be written or verbal, visual or electronic. People communicate all the time with the clients, with the external publics within their groups, with the managers. They talk and listen; give advices and replay; generate ideas, shape certain attitudes and express their loyalty.”

**Types of mass-media for internal communication**

The type of information that has to be communicated will also determine the way it will be communicated. Obviously, some information will have to be transmitted immediately, other will not. Some may demand at high level of discretion, yet other may be spread all over. Fortunately, there are different formats; though there are three main categories: electronic format, printed format and direct format – by direct approaching the person. Printed communication alternatives are essential, adaptable, functional and may be addressed any need:

- personal letters for all the employees or just for certain ones;
- recalling announcements;
- notes left on the desk;
- wallpapers;
- brochures;
- informative bulletins;
- announcements;
- magazines;
- diplomas.

Frequently, it is believed that the electronic formats of communication are old, but from different regards they are at the beginning, because numerous persons and organisations annually find out new ways using the network, internet and other systems.

- e-mail;
- CD-ROM;
- vocal messages;
- conference organising;
- videoconferences;
- cassettes and DVDs;
- software presentations;
- discussion groups/forums.

May it use the method of direct approach or the combination of it with the videoconference, there are still numerous alternatives:

- meetings with all the employees for the presentation of specific information;
- small groups meetings;
- meetings face to face;
- meetings for discussing certain subjects and permitting the groups members to interact;
- round tables organized by the working groups.

These lists offer starting point for the analysis of the most efficient communication means with the employees about a certain subject or for informing them about all the aspects – periodically or when it is needed. It may be used the proper method for the certain subject or a combination of methods. The main idea still is the following: communication with the employees through ways that promote respect, loyalty and better relationships and that must not look like a federal government circular.
Treating the employees as a „public”, the leadership may show them their respect and appreciation for the contribution to the collective effort of the organisation.

The means of communication are used as to show their efficiency. For this, informative bulletins and magazines must be read; cassettes must be seen and listened to; e-mails must not be deleted automatically considering them as being trash or just for filling. The researches show that employees prefer direct personal contacts with the leadership, but this thing is not always possible and that is why there must be other suitable solutions. A solution may be the conceiving of a programme that combine different instruments and methods – inclusively the basic elements as past „suggestions box”, that is still used today, but to be called „internal information channel”, where the employees may leave their comments, signed or unsigned letters, in which they can express their concerns or complaints. The management will publish later the informative periodic bulletin, a magazine or any other material through which they will replay the employees.

Frequently, the companies create discussion forums and online contact devices, so that the clients may express their point of view or complaints or ask questions. A similar system for employees will inform that the communication lines are always available, even if they do not wish to say their name. As in the case mentioned above, a bulletin containing the thoughts of the employees will be published, and the leadership’s answers are a way of transmitting their employees that their opinion counts. Even if these don’t receive the answers they want, the leadership will not be uninterested and will explain its position by indicating the reasons for which the thing that were demanded or recommended can not be performed.

As in the sale field, where the rule is „know your client” is important, it is compulsory that the employers know whether their employees prefer printed materials and than sent home or if they choose the CDs or other types of interactive programme.

**External public relations**

This stage permits the discovering of the techniques that were often used; the elements of some public relations activities that may be found even within the small organisation (e.g.: visit cards, promoting folders, the name and logo of the company on the cars or vans, occasional public ads in the local media). As a rule, the external public relations activities include all the activities from the public relations field, promoting and personalized communication.

Many campaigns have been lost because of the wrong messages and symbols. Without good messages, there is no other way to point out the objectives altogether the nature, image and idea of the campaign. But the elaborating of good messages rarely is easy. Everywhere in the world, companies – and even some well financed NGOs – spend thousand of dollars developing and testing message upon small groups of persons, called „target groups”. But, because few NGOs in Romania afford paying the formal target groups (so-called), you will conceive own messages for different campaigns. Test them on informal groups (no paid for), ask objective persons about what they think about the proposed message; ask if these messages „speak” to them or for them. Ask them how they feel when they hear these messages.

You must focus on formulating of key messages at the beginning of your campaign. Ask yourselves next questions: Why does this thing matter? Who will benefit if we reach the proposed objectives? Why it should matter for a simple passer-by.

**Elaboration of the suitable messages**

The messages represent a series of sentences that transmit ideas and concepts, simultaneously by touching the sentimental and intellectual parts of various audiences. The
messages constitute the basic piece of any effort in marketing field – remember: NGOs marketing constitute around ideas (NGOs promote ideas).

Successful campaigns, Successful messages

In the United States, when an organisation or a company makes the decision to adopt a certain image, to run a information or public policy campaign, the first thing that is done by the organisers and counsellors is the developing of the message that will point out the chosen position. Normally, this thing supposes the involvement of the investors, in a brainstorming meeting on topic about the reasons for which the campaign is needed – not for those that are present, but for all the others. The objective of the elaboration of the message is that of looking for, beyond the complexity and the transmitting policies of the message, the reasons which people that are not present at the meeting would be interested in.

When these reasons are found, the organisers and counsellors have to enunciate the reasons in a common and fair language. And will invoke symbols for the chosen position.

Transmitting the message

In the transmitting of messages, DON’T TALK: COMMUNICATE. Too many people that represent the NGOs in relationships with the mass-media and chosen officials, talk to the public instead of speaking to it, endlessly, long after everything has been already talked.

The persons that communicate efficiently do not just talk, but listen too. They know that they become boring for the emission host, for the government member or the editor. „Follow the message”, but pay attention to your audience. Observe when you have given enough examples, when your words make sense and not, but most important, know when to stop.

Developing the message

There will always exist instances along your different campaigns – whether you will fight for the appropvement of a land reform law, or for a better usage of a familial planification clinic – when you will need unity, identity and additional pressure of a slogan. A slogan catches a spirit state and a message just in few words. The slogans, often, appear on printed materials, such as brochures and heading sheets, T-shirts, posters, written ads and even in radio and television ads. The slogans have to be simple and to catch the attention; the difficult part in developing a slogan is the fact that those few words have to „say it all”. The idea is that your audiences should understand the message immediately after hearing it.

Types of campaigns

Awareness campaigns

As NGOs, you will not lead (initiate) just campaigns on specific public policies problems; there will exist situations when you will sponsor awareness campaigns. These make up of efforts of informing, educate and increase the level of concern within the community in connection with the aspects considered important by you, such as: recycling the materials, using contraceptives or responsibility of all the citizens in participating in the political process.

The successful awareness campaigns may only improve the image of the NGOs.
Permanent campaigns of image building

Don’t forget that indifferently of the type of the launched campaign, it is about a campaign on a certain problem or an awareness one, your organisation unfolds at the same time another type: image campaign (image building).

The reason why the multinational companies spend that much money for having their name everywhere in the world on panels, in magazines and posters, is that that is in their interest to make advertisement (to promote themselves).

The same thing is valid for the NGOs. Every organisation has the constant duty to promote itself: the promotion of the name, mission, members and specific problems. You don’t need to ever not remind your audience about who you are and why you are important, because after they will have seen and heard your name for many times, will they recognize you after you will have reminded them your mission for many times, will they know it. If there not sufficient persons to know the name and the identity of a NGO, the campaign may be oriented to the large public. Often, a sophisticated organisation sponsors an „image campaign“ before beginning a campaign on a specific problem, understanding that opinion of the NGO will have much more to say if the name of the organisation is well known.

Sometimes, the organisations launch image campaigns at the moment when they just try to become known by certain groups of people, such as the new elected or the citizens of the town where the organisation has founded a branch not long ago. For example, if you want to increase the image of the NGO in the eyes of a legislative group, you may send a letter of a page, with you logo and address and some paragraphs including information regarding your activity. You can ask every government member to contact you without hesitation if he/she needs your support (assistance) in problems that constitute a concern for you. If you have just opened a branch in a new town consider the idea of a big panel along the highway, with the name of the organisation, slogan and telephone number. This way, the drivers passing by the panel will know that an organisation bringing something new and important has joined their community. But in ideal terms, your NGO will unfold a continuous „image campaign” by keeping in touch with the media and by distribution of the qualitative materials, daily.

Public relations campaign

The continuous dialogue between the organisations and their public is represented by the public relations campaign. The campaigns are coordinated, ample efforts, oriented to reach a certain objective or a set of objectives correlated that will permit the organisation to reach, in the future, a long term objective.

The campaigns are built and elaborated for approaching a topic, for solving a problem or for correcting or improving a situation. They reach these objectives changing a behaviour, modifying a law, an opinion or strengthening a behaviour, a law or an opinion.

There are different types of public relations campaigns. There are six types of public relations campaigns:

1. Awareness campaigns for public, through which we announce people of something. For example, „the schools begins, though please don’t run down the children from primary classes when they go to school. Just an announcement.” (Patrick Jackson, a discourse for Vern C. Schranz Distinguished Lectureship in Public Relations, Ball State University, Indiana, 1984);
2. Informing campaigns;
3. Campaigns for public education meaning by this that a person has assimilated enough information related to a certain behaviour and is able to apply in his/hers daily behaviour;
4. Reminding campaigns, through which the attitudes and behaviour of those that do not
agree with the organisation’s position are strengthened; the public relations practitioners tend to talk about the positioning then when they refer to the organisation as a whole and to build the efforts of communication around a statement that describes the position that the organisation has assumed.

5. Campaigns of changing the attitudes of those that do not agree with the position of the organisation;

6. Campaigns of behaviour modification. For example, campaigns for persuading people that it is important putting on the safety belts or driving being intoxicated is not neither in their interest, nor in the interest of the society.

Each type of campaign tries to motivate different levels of behaviour, in general, the organisations want, through these campaigns, to obtain results at the behavioural level, not at those of thoughts or sentiments.

A campaign has always to motivate its publics saying them something that they have not known before offering a different perspective or a different way of looking at something that they already know or something that they thought they already know. Also, a company should ensure holders and incentive materials; all these will much contribute for the success of the company. For instance, if we want that the women from developing countries to vaccinate their children against diseases, we should provide them necessary things for this, that is doctors and vaccine have to be available in the village they live, in this case, this would be the solution for obtaining the wanted results of the campaign.

But, within the framework of a campaign, there should exist something more than these incentive materials and namely constraint. For example, in the case of the campaigns for putting on the safety belt when we sit at the wheel, many a campaign surpassed the stage of informing and offering the incentive materials, but have not managed to change the behaviour. In conclusion, they referred to modifying the law, so the persons who do not put their safety belt are fined by law, also the change of the foreseen behaviour has occurred.

A campaign should be supported. If the support exists, it means that the publics are convinced of the value of the appeals made within the campaign and, in a way, they „buy” its message. It is necessary that the message be relaunched not only because people forget, but also because new members appear in the public every day, and the message should be available for them too. An example of this kind may be the „Smokey Bear” campaign unfolded in the United States of America. It is a campaign for preventing forest fire being one of most successful campaigns unfolded ever. It is 40 years old and is still unfolding, because it is still needed.

A very important element of a campaign is evaluation. It may be made through repeated surveys made at regular intervals of time and through registering the number of persons who have been informed of the subject of the public relations campaign message. The simplest method of measuring the results is to fix the objectives of the campaign and see, at the end, if they have been reached or not.

Another way of evaluation is made through research: the position of the organisation is fixed at the beginning and at the end of the campaign. This change may be numerical, about opinion or behaviour. Fitting the allocated budget may be a part of a successful public relations campaign. The awards won or the lack of reclamations represents a way of measuring the success.

Besides these elements, for the success of the public relations campaign should also take into consideration the following (Ritt, 2003):

- target-interlopers, that may be the media and important persons from the community in which the campaign is unfolded;
- establishment of the communication channel that are to used (written press, radio, television, exhibitions, patronages, contests, etc.);
- allocated budget, budget that should foresee the necessary costs and spendings;
- experts team of public relations, a team that may be made up of two or three persons whose task is to coordinate the whole activity unfolded during the campaign.

For the performance of a public relations campaign, the expert should combine knowledge with art. The principles and techniques used in public relations, specialty and reference material are linked to his/her knowledge, and his/her imagination, intuition, spontaneity, flexibility, diplomacy and even humour, are linked to art. This amount of knowledge and qualities should always be balanced through horse sense, for really reaching the general objective of the public relations activities and namely the changing of the attitudes and behaviours (Ritt, 2003).

Sometimes, in lucky cases, a NGO or a coalition is in the position to produce changes only by interaction with the authorities. These ones are rare. In most of the cases, the successful advocacy campaigns are accompanied by media campaigns, because the efforts of an advocacy type need additional pressure of the media.

So as the government officials should become familiar with the name and activity of the NGO for the organisation to be efficient, as well as a good mass-media relations manager should know the reporters, editors, talk-show producers because these may contribute to the transmitting of the messages to government members and officials, and to the large public.

Be acquainted with: develop and keep mass-media relations

Media list

If you don’t have one, enhance a media list. This is a list of media sources and contacts that cover the relevant subjects for your activities. That list should contain the names of the reporters, editors and media publications producers, radio stations and television, their addresses, fax and telephone numbers.

Enhance a media list by telephone contact of the mass-media sources, asking them the name (the right spelling) of the reporter that will cover the subjects which your NGO is interested. Check the correct address, as well as fax and phone numbers.

Relations building

It is important and necessary to have a media list, but you need more. Select the key reporters with whom you want to fix work relations. These are the reporters that work at the most influential publications for the NGO, influential because of their localization, or because of the audience of the respective publication.

Try to know these persons better. Meet them at a coffee or dinner. Try to find out what element the reporter needs to fix his/her story and help him/her to find them. Don’t forget to be professional. Keep a relation based on respect. The relations with the media are based on respect and may bring NGO benefits in many ways:

- probability that the reporter will regularly write about the NGO and specific problems;
- probability to be contacted by phone for being quoted, if the reporter writes about a relevant subject for you or about a specific problem;
- the reporter will see to quote correctly and to present the NGO in a favourable light;
• answer the calls promptly;
• reformulate the usual „no comments”, say instead „Regretfully, I cannot answer this question now, but I can say you that...”

Presentation of the subject: the media cannot report the unknown aspects

One of the reasons for which you should try to keep a close relationship with the reporters is that to be in the position to give them ideas for interesting articles related to your organisation and/or about the specific problem, so as they can write about them.

The „selling” of the subject to a reporter is known as „launching”. This launching supposes phone conversations with reporters and sometimes the providing of additional information with names and phone numbers of the other contact persons. The art of a subject launching refers to the ability to persuade the reporter/editor/TV show producer that your subject will be successful. Usually, you do not have much time for persuading the interlocutor’ the reporter will decide even during the phone conversation if your story is worth launching. Your task is to persuade the reporter that your subject is important and interesting. You will succeed only if you are capable to catch his/hers attention and interest form the first minutes of the conversation. But this thing will not be possible if you approach a sophisticated language to relate the complicated concepts and ideas, strictly related to the field. You should connect your story to a hot subject, to something relevant. Tell him/her the story and explain why it is important. You should do this by putting it in most three sentences. In launching your subject it will help to know the style and the field of interest of the respective reporter.

International media

Within the framework of your activity, don’t ignore the importance of the international media.

Press release

The scope of a press release is to share valuable information with numerous audiences made up of reporters. The NGOs use press releases to inform the media about an event, such as the launching of a research or a survey, the receiving of finance or an award, or the introduction pr approbation of a law that the NGO is supporting or opposing to.

The press release represents the possibility of transmitting facts and points of view because you will place the necessary information at the reporter’s disposal, so he/she can write the article; you will also place the quotations that give the article a warm tone at the reporters’ disposal. When writing:

• Be concise!
• Be direct!
• Make things as simple as possible!

Write the press release that well as it may be published exactly you wrote it, including all the necessary elements. This means to write in a journalistic style, including all the information, and using interesting and lively quotations. As in any situation, the longest sentence should contain 25 words. But vary the sentences interpolating long and short sentences. A series of too long sentences is tiresome. Always print the press release on sheets that contain your sigle. Introduce the date of the press release, the name of one contact person and the phone number, so as the reporters know whom to contact for some questions. If you need more than a page (you shouldn’t), use a separate sheet. The press releases should be just on one face of the sheet, not on both of them. (In the West, the organisations of environment protection break this rule to demonstrate that they are dedicated to the conservation of paper).
Too many NGOs from Romania entitle the press release „press release”. It is not
enough. The press release should have a title – it has to „say it all” in well-inspired and bold
words. The title is the first chance to determine the reporters and editors to pay attention to
what is written and read the contents.

At the same time, the press release should contain all the necessary information for an
article to be written, don’t make too long – a page, at most two. (You may use the Word
Office that contains formats for press releases. That may help you understand better how to
create an efficient press release.)

People seem to trust mass-media, this means of communication give the information a
surplus of truthfulness. When a person invokes a fact or sustains some information, frequently says „I’ve read it in the newspaper” or „I’ve seen it on television”. (Dumitru
Oprisor, editor in chief of the newspaper *Renasterea Banateana*).

This measure implies the inducement of the journalistic interest towards the
organisation and the encouraging the mass-media institutions to support the promotion of
image, fund raising and initiatives of the organisation, as well as the involvement of the other
institutions in organisation’s projects through advertising of the successful partnerships. The
local mass-media is more interested in and more sensitive towards the organisations than the
national one, that is much more oriented towards politics and events of present interest, in
comparison with which the problems of the organisations seem not being interesting.

At the same time, the press release should contain all the necessary information for an
article to be written, don’t make too long – a page, at most two. (You may use the Word
Office that contains formats for press releases. That may help you understand better how to
create an efficient press release.) It is not necessary to use an elaborate format of the page,
such as: bold letters, italics or underlined. The editors will replace them when will be
rewriting the article.

**First paragraph:**
The first paragraph should be strong and contain the important points, so as, if a reporter
reads just that one, to learn the key message and the vital information.
Catch the attention of the reporter at this moment. It may be your only chance.
False.
The results of the ABC Association survey on living standard have been published today.
True.
The health of 100,000 families from Focsani is exposed to risk, as a consequence of the
unwholesome conditions they are living in, as it emerges from a new, unusual survey.

**Contents:**
The scope of the next paragraph is that of presenting the additional information. These
paragraphs contain quotations, so as if the reporter is pressed by lack of time he/she can read
a certain source not being obliged to make a call. Because the rest of the press release is
objective, the quotation represent (constitute) the subjective part, that of opinions.
The press release should answer the next questions:
Who: The subject of the material. Subject – your NGO, coalition, a person, en event – must
be stated and described.
What: News (information) that the media must learn
Where: County, city or village where the news takes place, or will take place, if you inform
about something that will happen in the future
When: Time of unfolding
Why: The reason your news is meaningful. Link „why” with the message you have
Remember: a tiresome and lifeless style will not make a reporter neither write what the press release is about nor cover the event where it will take place.

Press announcements

An announcement is launched at the moment of unfolding of an event of great importance for you, the members and the country. The announcements are used when too much explanations or basic information are not needed. Often are used as reactions to government actions and declarations, to the speech or declaration of some other entity.

Most of the times, just some paragraphs. The difficulty of the press announcement consists of editing a material that may be quoted totally. Each paragraph or sentence should be a strong message, so as indifferently if the reporter or the editor decides to cut a certain section, or to publish the whole material, the result will be solid and interesting.

The press conferences

Day by day reporters take place to press conferences where they are not really presented or announced new news. If you waste their time with “not currently news”, the reporters will remember and is less possible to pay attention to what you are going to say or do in the future. Many times, conferences are hold without great importance, putting under the question mark the credibility and the authority of those groups which are paying for the incorrect actions. Ask yourself always if you can reach the same goal- make your story known- by individual meetings (one by one) with the reporters or writing an official statement. If the answer is yes, then forget the press conference.

There are only tow reasons to organize a press-conference: the information is enough complex and it is needed a dialogue for it, it is so important that is generates dramatis (strong feelings) always. Before organizing a press conference ask yourself: “what is the news?” and “what messages would you like these reporters to take with them when they leave.

A press conference is suitable when you really have news: a well-known person come to town to help the NGO’s on a certain theme; you have collected 1000 names for an application; or you did convinced the local authorities to place recipients for recovering the recycle materials, in the entire town. All these are important evolutions and handing it as we have to, we can transform their announcement in press-events, very big and successful. If there is no other way but that of developing the press-events in a conference or press-room, be sure there is a podium. Place the podium in front of the solid background (blue curtains are good), but not in front of a background with paintings, patterns or mirrors. And do not forget to place the panel behind the podium.

General rules

- Keep a list of the participants, which will be signed at the entrance of the room;
- A co-ordinating should open the press-conference, to do the introductions and to co-ordinate the questions;
- If the members of the union are present, invite the general agents to have a sit in front of the room and to answer the questions, it’s not necessary that all the guests have the initiative.
- Shorten the press-conference to 30-45 minutes; maximum an hour (if the reporters have a lot of questions)
- Begin in the right time

Press briefings

There are possible situations in which your guest or you don’t have to make a formal announcement, nor the news enough for being introduced to the press. But if you have
information which are going to educate with reference to important aspects for NGO’s, which help them to became better reporters or if you simply wants to introduce them to a colleague or to a interesting collaborator, then consider it the preparation of a “round discussion” to a coffee, lunch or breakfast. Even if the discussion should be “on the topic” this is an occasion in which you could start or continue a mass-media dialogue about important topics for you and for the reporters. Radio and TV reporters can bring microphones and cameras to this informal event as to formal one.

**Images worth a thousand words.**

Whenever you have the occasion, show the press interesting images. If you announce the opening of a centre of efficient energies show the plan of it or the lay-out. If you collected 300 names for a petition which is going to amend a law, prepare a petition of great dimensions and put it somewhere to be seen; you can count to the fact that these elements will scandalize the newspapers and TV channels.

Often, the pres-conferences take place in obscure and monotone rooms. Anyone who had ever been reporter or cameraman, know how difficult is to recount this type of video-recorders for the last edition of news, then the presentation is going to be short. With no doubt it’s much more interesting and useful to organize the pres-conference to the “birth place” of the news. Even if it’s a little bit harder to organize and co-ordinate, the benefits worth the effort. It demands imagination; you are an NGO preoccupied with the clean waters, you are organizing the event on a side of the river. If you are making an announcement about the schools participation to an action, addressed to collecting the garbage, organize the event in the schools corridor with the students and teachers or in the schoolyard.

Anytime the NGO leads an activity where photos and video recorders are aloud, call the press. If the NGO members will garner the hall-stairs which is paying for the collecting process awfully and it refuses showing the action contract, be sure you are announcing the reporters a day before the event itself, so that they will be present and capture it in images. If the NGO is involved in the management of a association of tenants who was planned a march in front of the Senate, be sure that mass-media know the hour at which people attend the place so that the reporters to be already there when the tenants get on the stairs of the Governmental building. Words bite - short phrases, essential - for the Radio and TV.

**The Radio**

Because of the broadcast time the Radio has to use it, the channels dedicated to news and talk radio are alternatives that the NGO mustn’t omit it because these are ways through which you can transmit the messages and express the authority. The Radio connects you with the large audience.

When it’s about broadcast stations and TV channels, it is even more important to express your ideas in an efficient style. You will have only few seconds to do this and the choosing of the words is crucial. Every word matters on Radio and TV! And because the listener will not be able to see you, you have to adopt a warm, sincere voice. Do not talk too flat; the listeners will stop concentrating if you are doing this way.

Lay out what you want to say before starting to speak and then remember to stick to the message. Do not allow the interviewer to keep you far of the ideas you want to express. Anytime you can use short histories or anecdotes to illustrate your point of view. These are adding the human element to a situation which could be complicated or technique. If meanwhile you are speaking, you are using notes, write it on cardboard. This way the swish of the paper is affecting the microphones.
DO NOT FORGET: NO MORE that three messages in an interview. Even if you receive a larger temporal space, your audience will be able to listen just three. All the statements and point of view presented must be fulfilled to help the statements done.

If you have only a short time to answer, concentrate upon one message. No matter which one is, the mission of the NGO or the mission of your campaign -repeat it again and again; never more then that.

Just to remember you, the messages are the reasons that support the NGO’s, the messages are the most important reasons of your actions and activities of the existence as NGO.

Television

Most of the towns and counties of Romania have access to the TVR1 and ProTV television stations. Even in the small towns starts to show out local channels about news and shows of local interest, offering to the NGOs possibilities of broadcasting.

A secret of collaborating with reporters and TV editors from the field is the one of accompanying the story with visual materials. Put yourself in the place of the reporter for a minute if you were chosen to participate to a press-conference about a new program in which visual materials. Put yourself in the conference about a new program in which children are involved in “cleaning the town” activity and the conference is organized in a meeting-room or of the council and the only video images you have are those of two speakers; as much as you ‘d want, you can have an interesting report. The reporter/cameraman will broadcast a frame or two with the speaker, with the public, will have an additional interview of a guest or participant and that would be everything.

On the other side, if the NGO that done the action in which children are involved in cleaning the town, organize the presentation of the program in a school, the possibilities of catching the images are diverse: children speaking with other children, with teachers or with you. You can be sure that not only the images are going to be much more interesting but the reportage itself will have a longer length. Much video material means more materials for the presentation and when there is much more material to show there are also more things to be said giving to the NGO the possibility to be on the TV and Radio for a while.

During an interview to the place of the “incident”, the cameraman will ideally broadcast the back of the reporter. Here from, you will be in front of the camera but you will look to the reporter, not straight to the camera. Speaking to another person and not addressing to the camera will help you to be more natural. The same happens with the radio stations, stay concentrated upon the message and do not try to say too many things.

Talk shows

There are going to be situations when the option of a talk show will be well seen by an NGO. The talk shows are local debates channels in which a guest or a going of guests answer to questions about a certain topic dropped by the TV show host.

Sometimes a certain activity can be a good subject; sometimes your mission is similar to local or national debates. In both cases call the editor and pitch a leader of the NGO as a participant.

In such a formal background as a debate, it is very important to repeat constantly your messages-the host may try keeping you far of the topic. Do not give him/her the chance. Score every point and the interview. Take care about reporting on too many facts and numbers; Avoid using “…so” to Radio and TV show.

Alike TV shows, speak to your interviewer to the other guests, not to the camera. From time to time spell the name of the host. This will personalize the discussion.
The Advertising

Sometimes you will find yourself along the campaign (either it’s a specific campaign of image or informing) the NGO will be put in the situation of making advertising. But that equals with spending money, so organize the campaign carefully.

The advertising is different in relation with the public by being much more concrete. You decide exactly what you are going to say where and to whom. Appearing on a newspaper is granted while organizing a press-conference is not (as we have discussed, it’s possible to organize an event about which nobody will write).

Using advertising means a lot of advantages, bigger then the main -advantage of determining someone to do or to initiate something. The fact that the NGO is quite important as to “be published” or to “show up” “on the screen”, it means the organization matters. It will be clear for all those who are going to see it that the organization is enough influent for justifying the use of the advertisement. Somehow the requisite advertising reflects the status of the organization. After establishing a logo, NGO developed the materials for presentation and has regular entries in the press; there is another level which indicates the fact that you are an important force and that means using advertising.

Maybe the most important indicator of the pragmatic durability of an NGO is represented by its capacity of influencing the public politics. A group that help with the adopting, rejecting or modifying the legislation and the rules, explains its legitimacy, credibility, power, authority, influence and efficacy. By actions, such an organization presents an important message to all the groups forming its audience: to the press, to the sponsors, to its members and other factors of political decision.
Chapter 3. Customer relations service

The importance of a good customer relations service

Industries from the private sector, which used to have immediate contact with paying customers, such as, for instance, those from the commercial sector, from the hotels, transportation or entertainment systems, were the first ones to realize how important it is to have an efficient customer relations service. Nowadays, in many countries, in the majority of areas from the public sector there are customers serving programmes and personnel especially trained for this purpose. Public organisations have the duty to improve their performance in everything that regards their customer relations service.

In the case of the Ministry of European Integration (MEI) and the Romanian Agencies for Regional Development (ARD), the Client is defined as the internal and external public of MEI and ARDs, respectively all those who benefit from the services of these institutions.

In practice, the Client means every Romanian citizen.

The idea that citizens are clients/customers that need to be carefully served is found in all the contemporary Public Sector Reforms. The customer is at the basis of management modernisation in the Public Sector. In Western countries, there was a great demand from the public to have trustable and easily accessible Public Institutions. All providers of services from the public sector are obliged to satisfy the needs and expectations of their customers, which – at their turn – can exert the same influence as employees in a commercial company. Many public institutions use to display, in public places, information panels expressing their desire to be in the service of the citizen.

C.A.R.E.

CARE is an important word for the customer relations service. If the organisation takes care of its employees’ well-being, if it values their input in the organisation and provides them necessary training and the instruments they need, employees have resources and incentives to take care as good as possible of the clients, and not just doing their job. If all employees understand the objectives and mission of the organisation they work for, this will help them communicate closer with the client.

CARE is an acronym for those components that allow the personnel to offer an efficient customer relations service, respectively:

- Competence
- Attitude
- Resources
- Empathy

Competence – the clients has to believe in the competence of the organisation and of its employees – they like to know they are “on good hands”. All those working for the organisation need to have a minimum level of knowledge about how the organisation works and about the services it provides. This knowledge needs to be used discretely, in order to prove the customers the real competence of the employee, and not for making them feel inferior.

Attitude – the right attitude is to recognize the importance of the client for the well functioning of the organisation.
Resources – the personnel need to have access to general information that can be transmitted to clients and also to information about tax-payers, accessible thanks to the available technology. Time is a precious resource, too. Persons in management positions have to allocate to the personnel enough time to be able to pay attention separately to each client.

Empathy means understanding – a good relationship is created when employees place themselves in the client’s position and understand how he/she feels. Employees need to identify the needs, aspirations and frustrations of the client.

Advices for efficient customer relations

A good customer relations service depends, in a proportion of 50%, on the common sense, but the organisation and the personnel have to make a special effort if they want to offer this service. And they should never forget this principle.

In the case of Romanian public institutions:

Ministers, councils and municipalities must make sure that the front line personnel, meaning the staff that deals with the beneficiaries and the public on a daily basis, possess all the instruments they need in order to be able to provide a customers relations service of good quality:

1. An efficient internal communication service, which ensures the permanent information of all the employees, so that they are well informed on all the actions and latest changes incurred, before being questioned by the clients
2. A technology that allows employees to quickly answer the client’s questions
3. Adequate training for the maximum exploitation of the available technology
4. Information guides on issues relating to EU Funding – for instance, information sheets about the way to obtain financing of certain projects that citizens from the respective area will benefit from, such as projects for consolidation of the social cohesion or the infrastructure; information that potential customers can take away, for further documentation.
5. Organising a seminar on Customer Relations Technique
6. Sincere desire of the official authorities to do so that the “body language” of the organization, meaning the environment in which the customer is served, to be as pleasant as possible.

Details that count in serving the customers:

- Body language – An employee notes, often quickly, what is the customer’s disposition, by watching his/her body language. The customer, too, feels immediately if the respective employee is interested or not by his/her question
- Body language of the organisation – this refers to the whole atmosphere that the organization creates, namely the aspect and the existing conditions in spaces dedicated to the public access: chairs from the waiting room, informative materials available for consultation, etc.

There are certain things that can create a hostile atmosphere and that, sometimes, can be fixed through a minimum organisational effort, such as:

- There is personnel available at the customer desk, but there is also a queue, and there is no waiting room with chairs
- Nobody answers the phone
- There is an employee behind the customer desk, but he/she pays no attention to the customers
- The long delay until the “client” receives an answer to his/her question
- The personnel does not know how and when to find answers to the customers’ questions.
Chapter 4. Communication Management and Public Relations: relations with and differences from other concepts

Communication management and Public Relations: relations and differences

We have showed in the previous chapters what communication management and public relations (PR) mean and how they work. In this chapter, we will show the connection that exists between the Communication Management and Public Relations, as well as the difference between these concepts and marketing, advertising, propaganda, sales promotion and publicity.

The history, beliefs and ideas, personality, people, values, strategies, mission, vision, products and services of an organisation are promoted through the communication management and through public relations. Both of these services contribute to the efficiency of the promotion activity, in such a way that the organisation can reach its goals.

Hunt and Grunig consider that the public relations can be defined as the management of the relation between the organisation and its public. This definition brings into equation the public relations and the communication management. Hunt and Grunig also notice that the field of PR/communication management is wider than the communication technique or than specialised public relations programmes, such as the relation with mass-media or the publicity.

Public relations and communication management describe the planning, execution and overall evaluation of the communication between the organisation and its internal and external public. (Grunig, 1992:4)

However, neither this equation is widely accepted. The interaction between these two industries can be noted when we analyse the contribution of public relations to the communication management. In the first place, the main aim of public relations is to successfully represent the organisation’s tasks, as they were established by the organisation’s leaders. In the second place, public relations officers take an active role into establishing the strategy and the decision-making processes at the leading level, and, in the third place, they help working teams to understand their mission, strategies and objectives.

Public relations are also called border functions, specifically because they take part in the above-mentioned processes. The border function of public relations was defined by Cutlip and others as an established system of entities that interact, persist in time between settled borders, through the fact that they react and adapt to the changes imposed by the environment, in order to reach and maintain their objective. (Cutlip, 1985:184) The border function means, in other words, collecting information and transferring them to the leading team, through the support of PR specialists. The fact that public relations intervene between the organisation and other environments, and the fact that they play an important strategic role in managing these relations and the relations with other departments of the organisation, explains why public relations must be regarded as a management-related discipline.

Information analysis is considered to be a rather technical activity, also known as environment radiography. In his book, entitled “Principles and Practices of Public Relations”, Kitchen defines this as a variety of activities consisting in collecting, analysing and dissemination of information, that organisations carry out in order to keep themselves informed and updated with changes occurring in the business environment. (Kitchen, 1997:14) The environment radiography action, in which PR specialists get involved, increases their participation to the decisional processes of the management. This radiography can diminish
the incertitudes connected to one or another of the organisation’s programmes, which makes that the work performed by the PR practitioner be recognised by the leading level, and it can improve the quality of taken decisions.

In conclusion, it is rather difficult to separate the two fields, to understand and establish exactly, in the entirety of an organisation’s activity, where one ends and where the other begins. Not even managers, practitioners and theoreticians in the field have not reached a consensus in this regard, but they all agree that the two fields interpenetrate significantly and that they sustain and mutually complete each other.

**Communication Management & Public Relations versus Marketing**

Jefkins and Yadin define *Marketing* as a management process through which the customer’s needs are identified, anticipated and satisfied, in a lucrative purpose. (Jefkins & Yadin, 1998:9) From this definition, it is clear that practitioners of marketing deal with something completely different than with communication management & public relations.

Practitioners of marketing plan communication programmes towards markets, unlike practitioners of public relations, which – as we have already explained – plan communication programmes targeting various categories of public. Marketing was once associated with publicity, advertising or sales promotion. However, as Seitel notices, these traditional notions have started to change, from several reasons:

- The customers’ protests regarding the value and safety of products and the investigations related to the real market demand have started to shake traditional opinions on marketing.
- The withdrawal from the market of certain products has created in repeated times echoes in the press.
- The fear of ingredients used to produce various products has increased.
- Advertising departments or agencies have started to be questioned about the way their products respond to social needs and civic responsibilities.
- Rumours regarding certain campaigns have spread very quickly.
- General image problems of various companies and industries have been divulged through critical attacks supported by the media.

Consequently, even if products of certain companies remained important, customers have also started to consider their policies and practices in all areas. (Seitel, 1997:299) The result of these causes represents what is called today *marketing public relations*. This term means using public relations techniques by the marketing staff, in order to create the image necessary to sell products. Because practitioners of marketing have little experience in these techniques, public relations departments are the ones who, usually, deal with these situations. Even so, the three disciplines continue to function as distinct departments, with different programmes, so they should not be put into the same equation. They cooperate with each other, are interconnected, each of them depends, in certain cases, on the others, in order to reach the company’s objectives, but they represent distinct activities of the organization.

**Communication Management & Public Relations versus advertising**

Marketing public relations and the use of corporate advertising in public relations have created the false impression about the connection between these two disciplines. *Advertising* sells products and creates structures with meanings. In a broader sense, it has connections with marketing of products, although, in modern society, it is described as a message delivered using objects and about objects. Commercials have to take in account not only the inherent qualities and attributes of the products they try to sell, but also the way it can ensure that the respective features mean something to us. In other words, advertising is
meant to send messages from the world of objects, in a form that makes sense for people. Commercials have a visual and verbal form, in order to create communication crossroads meant to increase products sales. In this process, commercials need to be supported by public relations, and public relations, can make use, in other cases, of the commercials, as communication instruments. Regardless of this cooperation, public needs to clearly understand that public relations should not be regarded as advertising, nor the contrary, advertising should not be perceived as public relations.

In practice, advertising is just a form of PR. Public relations cover a wide area of activities. PR refer to all communication systems that make use of a more varied number of instruments than advertising, while advertising refers to communication systems connected exclusively to marketing and mass media. Advertising-generated commercials address external audience and the wider public, while public relations address an internal and external audience and to a public classified according to certain criteria. Furthermore, public relations cover a wider area, comprising policies and performance of the entire organisation, from employees’ ethics to the way the phone operator answers the phone. In addition to this, advertising is a technique that the organisation can decide to use or not, while public relations take into consideration absolutely all the activities and functions of an organisation, and their existence has a vital role. More concretely, we need communication in both ways, as well as public relations, in order to reach this desideratum. As Jefkins says, advertising presents the most convincing message possible in order to sell a product, using, in this purpose, the support of commercial creators, illustrations, outdoor panels, printed materials, script writers and film producers, working on the basis of a theme or a platform-concept.

In advertising, the focus is on sales, under contrary than PR, which have the role of informing, educating and generate understanding through knowledge. A major connection between advertising and public relations is that advertising has more chances to succeed when public relation ensure, beforehand, that the product or service to be promoted is known and understood. (Jefkins 1992:9)

**Communication Management & PR versus propaganda**

“Propaganda is the deliberate and systematic attempt to inoculate opinions, to manipulate the reality and orientate behaviours in order to obtain a reaction that corresponds to the intent of the propagandist.” (in Page 1996:42) This definition refers to all types of propaganda, to its techniques – positive or negative – and to all information, true or false, that it promotes. In practice, the term of propaganda includes all the negative techniques that it employs, that is why western governments prefer to call these techniques “information programmes”. According to many authors, propaganda is understood as public relations or communication management because it is used by propagandists in order to build images or to promote-sell ideas.

Jefkins beliefs that the two concepts are as dissimilar as possible, may it be for the simple fact that, in order to be successful, PR has to be credible, while propaganda is liable to generate suspicion, or at least, disagreement. However, sometimes, it is difficult to make the distinction between the proportion of propaganda and PR in information sent forth by, let’s say, government departments. If propaganda aims to maintain the government in its position, PR only want that its services are understood and properly used. (Jefkins, 1992: 1314)

In politics, especially, the contribution of Public Relations is so extended and important, that politicians have already succeeded – with the help of PR – to sell their ideas and programmes in the form of artefacts meant for entertainment and consumption. Most of them believe that this is due to the successful propaganda they have carried out. In reality, their results are, probably, connected to propaganda, in the measure in which we can tell the difference between succeeding to convince the audience and manipulating it.
Persuasion is accomplished through public relations, manipulation through propaganda. As Newsom, Scott & Turk note, the propaganda strategy is to generate conditioned reflexes, which are meant to replace well-thought actions. Public relations are based on a strategy of trust, which itself confers credibility to the message. (Newsom, Scott & Turk, 1992:8)

**Communication Management & Public Relations versus sales promotion**

Many organisations believe that public relations departments are obliged to organize sales promotion campaigns. This time things are once again misunderstood, probably because there are certain similitudes between these two activities. According to Jefkins, sales promotion consists of short-term events organised at the level of selling points, but also as a direct response to the request of the marketing department to launch new products or to boost or increase sales. (Jefkins 1992:12)

By definition, sales promotion is neither advertising, nor public relations. It is, probably, a form of marketing. In many cases, public relations can provide a valuable support to sales promotion, for instance, through environment radiographies. In addition, they can contribute to getting the producers closer to customers, through all the means that we have already explained.

Furthermore, when organisations are confronted with situations in which their promotion plans have created discontentment and disappointment to clients, public relations, instinctively, have to clarify the situation, in order to protect the company image.

**Communication Management & Public Relations versus publicity**

“When you mention the practice of public relations, most of people, either politicians, clerks, medical staff, commercial directors, foremen or general directors, they all think instinctively to mass media and publicity. If those that study or practice public relations know that PR means more than just managing to advertise in the media, for most of people, public relations means publicity. Information means and the practice of public relations are inexorably connected with each other.” (Seitel 1997:243)

Publicity is the result of the information provided to the public. Positive or negative publicity is what you obtain after the public relations activity has ended.
Title of the programme: PHARE CBC, ROMANIA-SERBIA

Editor: FUNDATIA RUBIN

“THE CONTENT OF THIS MATERIAL DOES NOT NECESSARILY REPRESENT THE OFFICIAL POSITION OF THE EUROPEAN UNION”