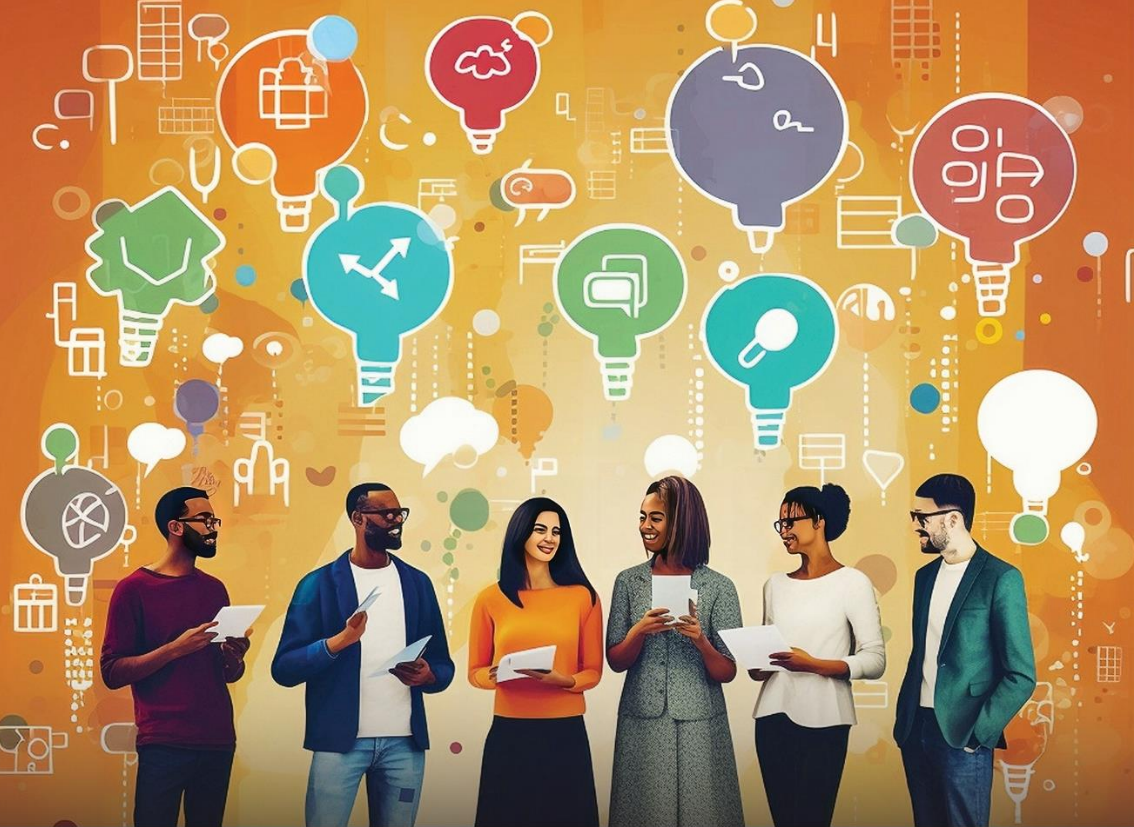
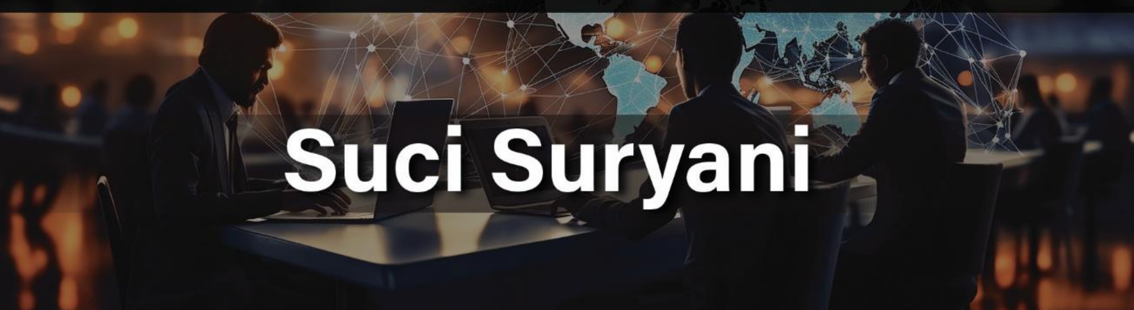


PUBLIC RELATIONS

An Introduction from Theory to Practice



Suci Suryani

PUBLIC RELATIONS:

an Introduction from Theory to Practice

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an Introduction from Theory to Practice

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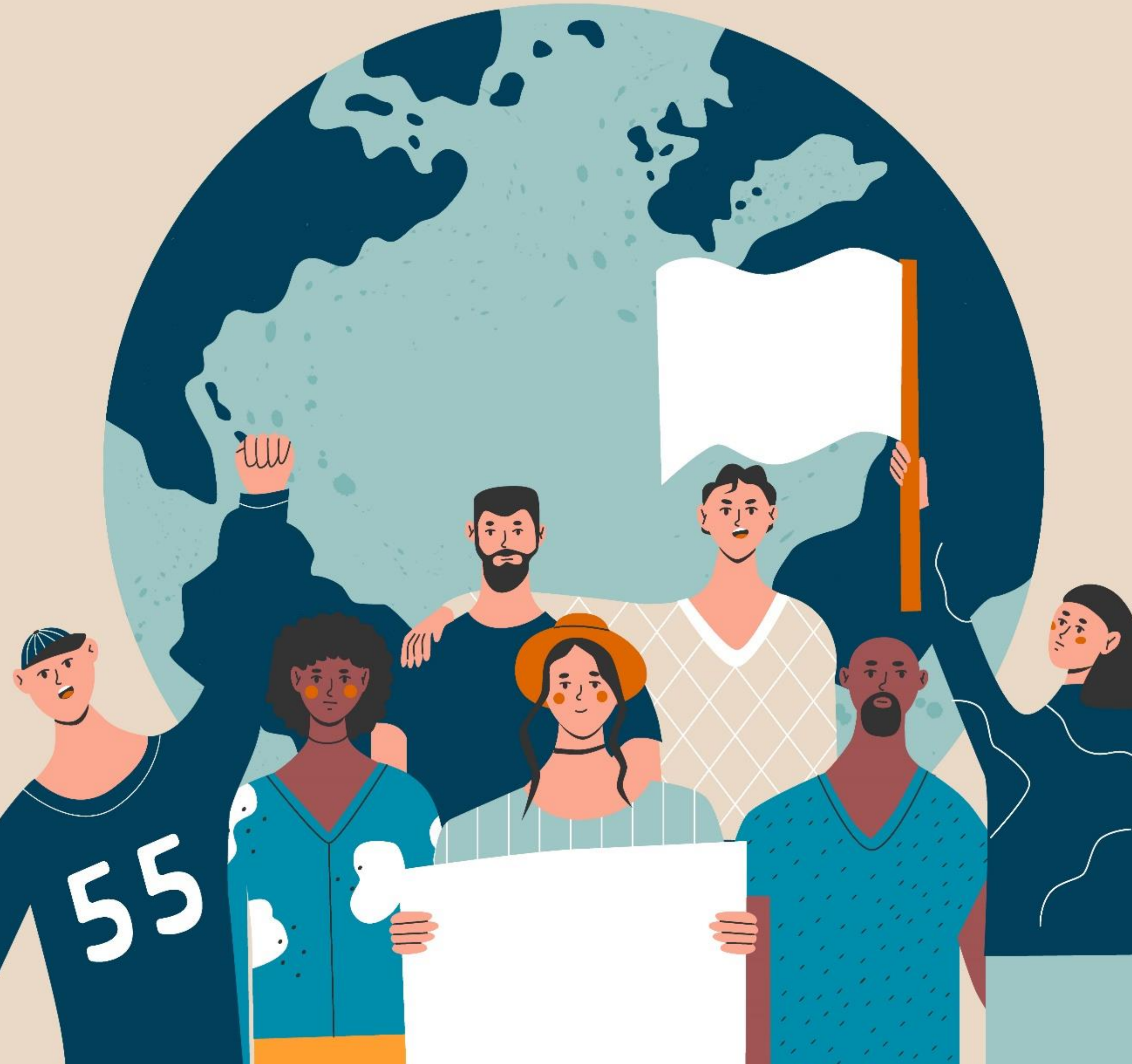
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Preface

This book is compiled for the students of English Study Program of UTM who enroll themselves for the subject of Public Relations. The subject is offered for third year of semester two as a choosen one. It is provided to lead the students to have the public relations knowledge and skill for their future as they will have graduated from bachelor degree and they will look for a job position as Public Relations. It meets the suggestion from the Indonesia education ministry that the college must provide the curricula that suits the needs of job vacancy of organization, office, factory, and college.

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This book entitled Public Relations: an Introduction from Theory to Practice is arranged into fiveteen chapters. Every chapter has its own instructional objective that meet the semester learning plan. Each chapter consists of the main material, conclusion, and questions for discussion. The material provided is an introduction of public relations theory and the questions for discussion are formulated to lead the students have better knowledge and practice their knowledge of public relations. There is some chapters that present the discussion of public relations in the pandemic era that describe how public relations have difficulty in doing their job and technology and the strategy help them to do their job affect their job now.

Chapter one is PUBLIC RELATIONS & ALL PEOPLE. The chapter discusses the knowledge about public relations and recognize the people to whom they will communicate as public relations officers. Chapter two is INFORMATION AND INTELLIGENCE. The chapter presents how information and intelligence must be optimed for public relations advantage. Chapter three is ARGUMENT AND MEDIA. The chapter explains how the argument is made to be properly presented in the media. Chapter four is LANGUAGE AND PUBLIC RELATIONS. The chapter writes that as public reations we should identify the audiences so that we can instruct them easily what should they do. Chapter five is COMMUNICATIONS PROGRAM. The chapter states the six priciples of public relations that are required to dot he job of public relations well.

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Chapter six is GOVERNMENT RELATIONS. The chapter discussess the ability to identify the needs of government office and the needs of the society as the focus of government office in where we work as public relations. Chapter seven is TRANSFORMATIONAL CHANGE IN A HIGH-PROFILE DISCIPLINE. The chapter presents the accounting competence that is required to support the task of public relations to attract the investor. Chapter eight is WORKING WITH THE MEDIA. The chapter explains the purpose and important message of working with media as public relations experts. Chapter nine is SOCIAL MEDIA: EVOLVING BEST PRACTICES FOR PR PRACTITIONERS. The chapter writes the advantage of social media for public relations planning that is introducing ourselves as public relation and the office we work as well. The ten is INTERNAL COMMUNICATIONS: ENDURING THEMES FOCUSING ON COMPANY PRIORITIES. The chapter states that leadership, communication, strategy and execute are required to face towards five real world situation, namely facing pandemic, biggest selling asset, creative disruption, dramatic cultural changing, and critic acceptance.

Chapter eleven is CRISIS COMMUNICATION: Not If but When. The chapter discussess organization commitment and voice the problems related to the environment, social, and government initiation of those problems and meet the public needs. Chapter twelve is COMMUNICATIONS FOR PRIVATE FAMILIES. The chapter presents certain rules to pass several process, namely always apply fundamental communication (listen, open, authentic, and patience), understand family history and culture, and able to do internal and external communication among family in order to do the task of public relations of families business. Chapter thirteen is GOING FORWARD WITH CHINA: A Guide to Success. The chapter explains business condition, marketing opportunity, government policy, and know China culture and tradition that are required to do task of public relations in China. Chapter fourteen is CRACKING THE CODE OF

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JAPAN: ANCIENT AND and MODERN ISLAND NATION. The chapter writes that Japan is the country with the opportunity, experiment, and future possibility. Chapter fiveteen is PUBLIC RELATIONS IN HIGHER EDUCATION: BE A GOOD LISTENER. The chapter states about a plan of solid communication towards crisis, produce strategic media, create relation with non-academic society and academic university well.

Bangkalan, 30 September 2023

Suci Suryani

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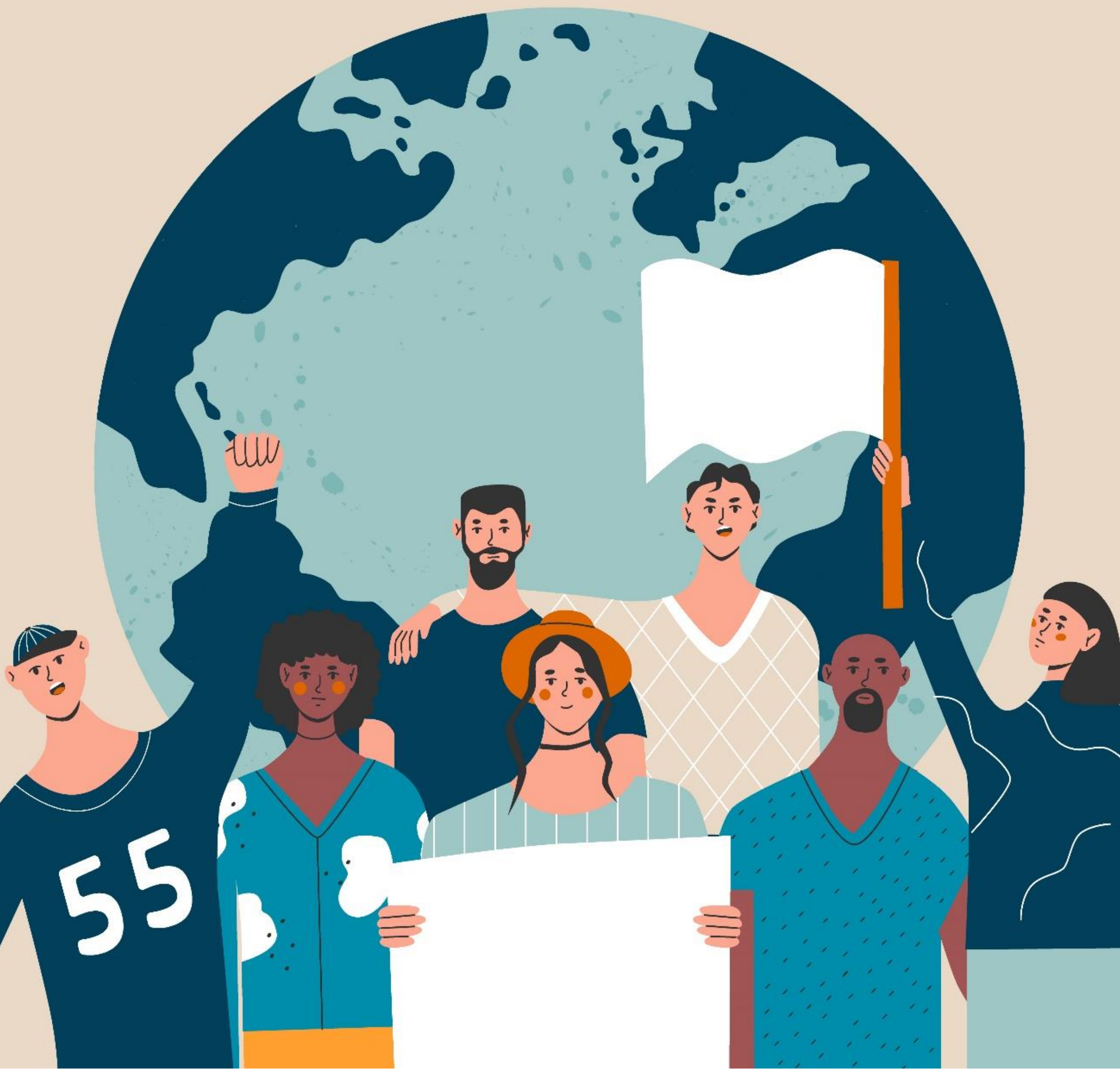
The last but not the least, I would like to send my gratitude to my beloved family. I love you full guys.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CHAPTER I

PUBLIC RELATIONS & ALL PEOPLE

The students will be able to mention the definition of public relations, the way how public relations is applied to connect people to community well, the behavior of creative, competent, and transparent as doing the job of public relations, the way involve the client into the good communication, the way adapt to the changing environment, and change the leader to change the world.

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DEFINITIONS

Public relations is an emerging profession – various histories of the US and European development of the field place its origins in the late nineteenth century, with rapid expansion through the twentieth century. L'Etang (2004) traces the rise of British PR from its roots in local government and there are now global insights into the development of the field (Sriramesh and Verc̆ ic̆ , 2009), as well as the long-standing US-centred histories of public relations (Cutlip, 1994; Ewen, 1996).

In 1976, Rex Harlow scoured 472 definitions of public relations to come up with the following paragraph:

> Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organisation and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools. (Harlow, quoted in Wilcox et al., 2003: 7).

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Although this is useful – it contains many key concepts – and saves us ploughing through hundreds of definitions, it describes what PR does rather than what it is. Since then, there have been many more attempts to capture the essence of public relations. It is interesting that one attempt (from the 1978 World Assembly of Public Relations Associations in Mexico) suggested that public relations is an 'art and social science' (Wilcox et al., 2003: 6). The words 'art' and 'social science' are helpful in explaining the continuing tension between understanding PR as a measurable, science-based application of communication tools, and the affection of many practitioners for the looser, more creative, aspects of the work. In the US the social science elements dominate the understanding of PR, as is reflected in their education and texts about the subject. In the UK, there has been a tension between those who see public relations as a management function and those who view it primarily in relation to the media. This is backed up by research (Fawkes and Tench, 2004) into public relations education in the UK, which shows public relations degrees are taught in schools of either media or business, with very different content and emphasis.

The definition framed by the Institute of Public Relations (IPR) in 1987 is still useful: 'Public Relations is the planned and sustained effort to establish and maintain goodwill and understanding between an organisation and its publics.' There are several key words worth noting here: 'planned' and 'sustained' suggest these relationships are not automatic or effortless. Indeed, they have to be 'established' and 'maintained'. Public relations work exists in time – it is not a series of unrelated events. Also, note that the aim is not popularity or approval, but goodwill and understanding. Many think that PR is just about promoting an organisation, whereas most PR work involves ensuring publics have an accurate view of the organisation, even if they don't like what it does. HM Revenue and Customs doesn't expect to be loved for its activities, but it might hope to be respected, or at least understood. More recently, the Chartered Institute of Public Relations (CIPR) extended its definition to: 'Public Relations practice is the discipline concerned with the reputation of organisations (or products, services or individuals) with the aim of earning understanding and support.' This is sometimes simplified further to: 'Public relations is about reputation – the result of what you do, what you say and what others say about

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you.' This is simple and doesn't attempt to catalogue all the tasks involved in managing reputation. It may even help students and practitioners explain what on earth it is they do, though there is still the danger, as L'Etang and Pieczka (2006b: 375) put it, that attempts to define public relations are largely 'constructed in an attempt to be all things to all people simultaneously'. It also places the emphasis on appearance, which reinforces the somewhat superficial image of PR. L'Etang (2009: 13) outlines the discipline as follows:

> Public relations is the occupation responsible for the management of organisa - tional relationships and reputation. It encompasses issues management, public affairs, corporate communications, stakeholder relations, risk communica tion and corporate social responsibility. Public relations operates on behalf of many different types of organisation both at the governmental and corporate level, to small business and voluntary sectors. Public relations arises at points of societal change and resistance.

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Most definitions (Kitchen, 1997; Wilcox et al., 2003, for example) emphasise that public relations is a management function, developing and executing strategic issues involving two-way relationships and communication. This tends to reinforce the image of public relations as corporate communications, leaving out the PR undertaken by not-for-profit organisations, trade union and other voluntary campaigns. The most recent attempt to describe public relations was produced in the Stockholm protocol (2010), developed by leading PR practitioners and academics, which offers an overview of the work of public relations and communications professionals, stating that they:

- Participate in defining organisational values, principles, strategies, policies and processes.
- Apply social networking, research skills and tools to interpret stakeholders' and society's expectations as a basis for decisions.
- Deliver timely analysis and recommendations for an effective governance of stakeholder relationships by enhancing transparency, trustworthy behaviour, authentic and verifiable representation, thus sustaining the organ isation's 'licence to operate'.
- Create an internal listening culture, an open system that allows the organisation to anticipate, adapt and respond. (WPRF, 2010).

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Again, it is worth remembering that organisations come in all shapes and sizes not just corporations.

THE PUBLIC RELATIONS INDUSTRY

Another approach to understanding public relations is to describe what people do. First, let's look at the industry as a whole. Research on PR in the UK estimates that there are about 48,000 people working in the sector and that PR has a turnover of about £6.5 billion, making it a significant player in the national economy (CEBR, 2005). Public relations workers are either employed by organisations as part of their in-house PR departments or by consultancies, which are retained by a number of organisations and/or individuals to undertake public relations work. According to industry statistics (CIPR, 2009a) 22 per cent of practitioners have a place on the board. Some people also work on their own as freelance PR practitioners. Research suggests that 82 per cent of UK PR workers are employed directly by companies, local and national government organisations and not-for-profit groups (CEBR, 2005). However, the trend is for a growth in consultancies, ranging from full-service agencies offering research, advertising and marketing advice as well as public relations counselling, to specialist agencies that might focus on a particular sector, such as health or music, or on a particular aspect of the public, such as young people or women, or a particular aspect of public relations, such as crisis management or celebrity PR.

PUBLIC RELATIONS TASKS AND SKILLS

The table below provides a rough guide to the main activities in public relations most of which are covered in detail elsewhere in this book. These are organised either by the kind of audiences they engage with or the content of the activity. It is important to note that these categories overlap. For example, a company intranet newsletter involves writing, new technology and internal communications.

McElreath (1996) suggests that there are two roles commonly assumed by public relations practitioners: technician or problem-solver. This would divide the publications manager supervising the printing of the annual report from the strategic

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adviser drafting a policy document on the future of the organisation. However, many of the kinds of activity outlined above involve both problem-solving and technical skills.

Marketing

This is the field most commonly confused with PR – not unreasonably since marketing refers to PR in its texts and practice as part of the marketing mix. To marketing practitioners and academics, public relations is one of the four Ps – product, place, price and promotion – that make up a successful marketing campaign. This is not incorrect: public relations can play an essential role in creating successful products– if the other elements are right, of course. The use of public relations to promote goods and services is sometimes called marketing public relations (MPR). There is some dispute about how useful this term is, but it could reduce the confusion caused by using the same term – public relations – to describe promoting products and planning strategic communications.

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Advertising

The distinction between advertising and PR is more easily made: advertising involves paying a medium (TV, radio, newspaper or magazine, for example) for airtime or column inches in which to put across a promotional message. The content of an ad is always controlled by the advertiser, unlike the content of editorial pages or programmes, which are controlled by journalists. Public relations practitioners try to persuade journalists to cover their products and services on the grounds of newsworthiness. An ad doesn't have to satisfy any news value – it just has to be legal and paid for.

The Institute of Practitioners in Advertising (IPA) defines advertising as follows: 'Advertising presents the most persuasive possible selling message to the right prospects for the product or service at the lowest possible cost.' Here, the phrase 'selling message' distinguishes the two disciplines – PR aims not to increase sales, but to increase understanding. Sometimes, of course, understanding a product or service improves sales, but PR does not claim a direct causal link. However, there are grey areas: with corporate advertising an organisation purchases space in a paper, magazine or broadcast programme to put across a general message about itself, not its products. This message might extol its efforts to be green or socially responsible, or it might put the management view in an industrial dispute or takeover. The content of the message is likely to be PR-driven and related to the corporate strategic aims of the organisation rather than product support.

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SOCIAL MEDIA DEVELOPMENTS

As new technologies offer new channels to reach publics, the convergence betwee the various communication fields increases. Public relations, marketing and advertising companies are all involved in creating a 'buzz' around a new product or service, often using a mix of traditional media coverage (PR), poster and magazine adverts (advertising) and orchestrated word-of-mouth (WOM) campaigns (either PR or marketing). The enormous impact of social media has transformed communication in general and particularly in public relations. Many campaigns, such as Nike's Facebook ads, now aim entirely at WOM circulation of images, video clips and messages to friends and contacts via web pages, mobile phones and Twitter. It is getting harder and harder to tell which of these are placed by ordinary users and which are carefully planned by PR, ad or marketing agencies. There is also a growth of counter-campaigns using websites, such as the success of Mumsnet in persuading the BBC to change a storyline in Eastenders, and nearly 200,000 followers signed up for BPGlobalPR to attack BP over the Gulf of Mexico spill.

APPROACHES TO PR

These days, there are many ways to find out more about public relations and its role in society, including textbooks and websites. However, to make sense of the information they contain, it is helpful to understand their point of view. For example, information found on the UK CIPR website, www.cipr.co.uk, tends to be positive and upbeat about public relations, as it has a duty to represent and promoteits members and it believes PR plays a positive role in society. On the other hand, the information on www.Spinwatch.com contains examples where public relations has abused public trust by withholding essential information, disguising the source of information and other underhand practices. This is because it is run by a campaigning group who believe PR distorts public communication.

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PUBLIC RELATIONS IS ALL ABOUT PEOPLE

At its core, public relations is about communities—communities of voters, buyers, neighbors, thought leaders, and potential partners. PR is the art and science of reaching and influencing those groups as efficiently and affordably as possible. The tools of the trade are constantly evolving. Throughout history, likely back to the very first newspaper published in Boston in 1690, PR, or "earned media," has been considered a more affordable but also a more effective investment and means to reach an audience. PR professionals largely knew what people read, watched, and listened to—their choices seem so limited today—and they worked with journalists on behalf of clients to shape the stories communities consumed. For firms such as ours that specialize in community and government relations, as well as traditional PR, this was the tried-and-true method for shaping public opinion.

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Money aside, there was an additional advantage to PR over other forms of marketing: the public was more likely to believe information it got from the press. Paid advertisements arrived with a believability discount; information that came from newspaper, television, and radio outlets, on the other hand, was understood to have been put through a "truth filter" by reporters and editors. It was consumed accordingly. "I'm not making that up—I read it in Life magazine."

Yet public relations has never been more important. What gives?

The digital communications era changed everything; at the same time, nothing has changed at all. Newsrooms may have dwindled in size, but companies, public affairs groups, and individuals still need to tell their stories to the communities they wish to influence. The biggest difference between today and yesteryear is the number of channels available to target and deliver one's messaging. And much of today's PR goes directly to the consumer, bypassing the news media entirely. But the craft of storytelling remains the same. In crises, though, news consumers tend to return to the outlets they trust. At the time of this writing, for example, the US is in the midst of a terrifying pandemic. People want facts. Does my family need N95 masks or will three-plys suffice? Is it really safe for my child to go to school? Social media sites and fly-by-night online publications can—and do—say virtually anything to attract eyeballs. Genuine news organizations sift rumor from the truth, so people go back to them when things hit the proverbial fan, even when they suspect them of bias. Our firm has learned in times of crisis that working with the best- established news outlets is more essential to PR success than ever. Social media remains important, but mostly as a delivery mechanism for old-fashioned, earned-media stories. It's the embedded hard-news links in the messages that matter most—the rest is a teaser to get readers to click them.

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BE NIMBLE, TRANSPARENT, AND OUTSIDE THE BOX

As COVID-19 took root, grim stories about the future of cities and theirhotel and tourism, and the hospitality industry, like us, it was bad news heaped upon more bad news. Thousands of businesses shut down. A key to our success during COVID has been the transparency with which we communicated with clients who had everything at stake. It is tempting to shield clients from alarming bits of news one is receiving from reporters, government officials, and other reliable sources with their ears to the ground. But that doesn't serve the clients' interests. They need to know. Our approach is to share with clients the worst eventualities we're aware of—sans any sugarcoating—so together, we can best prepare a plan to get through the slog ahead. It's how we've maintained our credibility and trust; it's how we've retained clients in the middle of a catastrophe. We've also made sure to think outside the traditional PR box more than ever before.

For example, we work on behalf of a major organization representing the interests of dozens of high-profile restaurants in and around New York City. That industry and its employees were flattened by COVID. Roughly 40 percent of the city's 325,000 restaurant workers found themselves instantly out of work. City Hall dithered. There was no time to throw up one's hands. We immediately convinced our client to hire a well-known engineering and transportation firm to come up with a city-wide outdoor dining plan, complete with schematics and maps. No one else was going to do it, so we did. This took arm-twisting, and it wasn't cheap, but again, we had to improvise.

COVID-19 arrived with no training manual. Americans were instructed by government officials to lock down and keep away

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from one another in public, prohibited from communicating face-to-face and banned from addressing large audiences. Naturally, this created a significant challenge for PR pros, particularly those whose work involved direct contact with the public. Gone overnight was the news conference, the ballroom presentation with a row of media in the back, and the in-person editorial board meeting. In its place came platforms such as Zoom, Webex, YouTube Live, and Google Meet—services we already knew about but rarely had to rely upon.

These services quickly became the bully pulpits for elected leaders such as New York governor Andrew Cuomo (who won an Emmy Award for his televised COVID presentations), California governor Gavin Newsom, Michigan governor Gretchen Whitmer, and Florida governor Rick DeSantis, to name a few. It was not only how they reached reporters; for the first time ever, the public at large could follow along at news conferences in real time. Those who adapted fastest won the largest audiences—a lesson to remember.

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CONCLUSION

This chapter has shown that is it very hard to define public relations, despite many efforts. This presents a problem for the field as a whole as its main ideas are easily adopted by marketing, human resources or other elements in an organisation. Nevertheless, public relations is a growing field, making a considerable contribution to the economy. The key skills required by employers in the field are writing, practical. Public relations is about people and the communities with which they associate. It's the job of PR professionals to bond to those communities on behalf of clients. Be nimble, creative, and transparent in everything you do. When your client can't be the story, make it part of the broader conversation. Life happens. Always be ready to adapt to changing circumstances. Words make leaders, and leaders can change the world.

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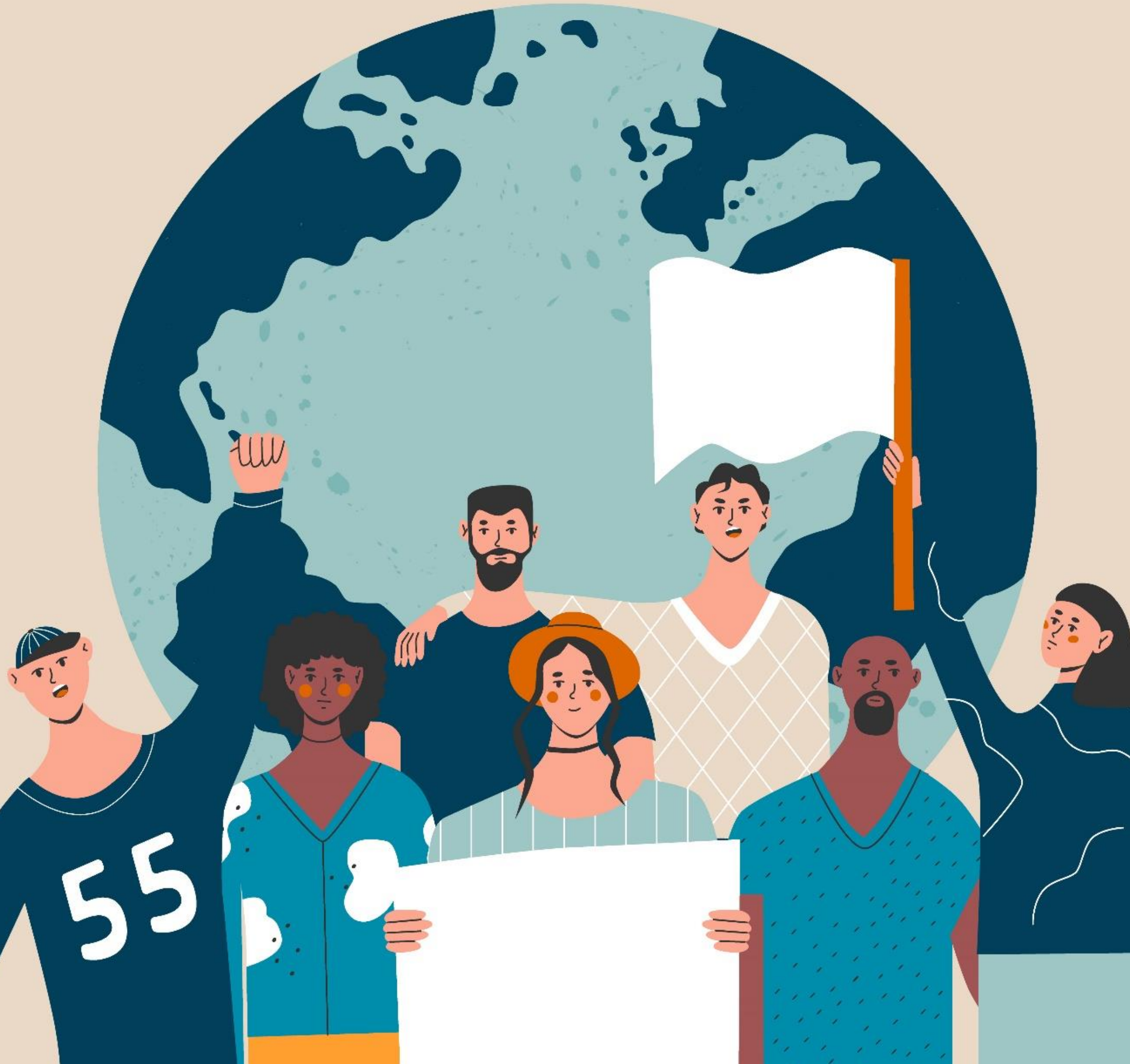
QUESTIONS FOR DISCUSSION

1. Why do you think public relations is so difficult to define? Which of the existing definitions seems most useful to you?
2. The launch of a Hollywood summer movie might involve: billboard posters; promotional T-shirts; the organisation of a première in the West End of London; guest appearances by stars on TV chat shows; articles about the use of special effects in film or general media; andtrailers from the movie on websites and mobile phones. Which of these are public relations? What are the others?
3. Do you think it matters if you can't tell whether a webcam link to a new band has been made in a bedsit and uploaded by the artist(s) or made to look like that by the PR department of a multinational music corporation?
4. Why do you think some people accuse PR of being the same as propaganda? What arguments would you present against this point of view?
5. Can employees be equally committed to their employer's interests and to those of wider society?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CHAPTER II

INFORMATION AND INTELLIGENCE

The students will be able to optimize the business intelligent for public relations advantage, to apply the business intelligent to challenge the business in pandemic, to advertise their pr competence to involve themselve to the business in pandemic, and to apply the business intelligent by giving the information so that the corporation can challange the difficulty.

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INTRODUCTION

When the coronavirus pandemic hit in early 2020, many companies were caught flat-footed. Companies scrambled to gather information about what the pandemic meant for their operations, employees, and share price. They needed real-time, on-the-ground intelligence about how COVID-19 was spreading, how governments were responding, and how it would impact their company and industry. Companies also needed to make immediate business decisions, such as whether employees should go into the office, how they were going to provide personal protective equipment for their workers, and if they shouldhalt operations altogether. And they had larger questions, too: Could they handle a surge in online sales, could they staunch losses from shutdown orders, and what could they do to help their community deal with the crisis? Around the globe, companies large and small faced a dizzying number of questions needing immediate answers. To answer these questions and create a strategy, companies needed timely intelligence. To convey their decisions, they needed good public relations.

In the intelligence community, we talk about the "black swan" event that has the lowest probability but the highest potential negative impact. In other words, the black swan event lies beyond normal forecasting or reasonable expectations. The coronavirus pandemic of 2020–2021 is the black swan event of our time, causing major disruptions to the way we live and do business.

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In this chapter, we share our experiences working in private business intelligence to demonstrate how to harness intelligence for your public relations advantage. Case studies involve the following types of intelligence gathering programs: (1) "know your partner" due diligence; (2) strategic intelligence; (3) monitoring political, economic, and security risks; (4) intelligence-based media campaigns; (5) exposing wrongdoing; and (6) crisis management.

KNOW YOUR PARTNER” DUE DILIGENCE

Reliable information about business partners is critical to sound business decisions in the United States and around the world. This requires due diligence designed to assess the risks associated with partnerships, mergers, and investment opportunities. Companies need targeted due diligence and background research that combines thorough public data and traditional investigative research with well-sourced, on-the-ground information. Individuals and companies need to know their partners and any potential “red flags.” They need advance information and analysis of the individuals and entities critical to a transaction or investment. The best-case scenario uses intelligence to prevent potential black eyes, rather than waiting until problems emerge and force the client into damage control mode. We often conduct such background due diligence investigations on companies and their principals as part of a transaction or acquisition in order to identify reputational issues, among others, that may not have cropped up as part of the client’s financial analysis. While we often identify potentially problematic issues that can be thought through and managed, in some cases we uncover real deal breakers.

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In a post-pandemic world, many emerging markets will see an increase in mergers and acquisitions, and a consolidation in some sectors where distressed assets are newly available. This makes it all the more important for companies entering the market to feel confident about taking advantage of these opportunities.

They also need to feel confident about the partners they are going into business with, to mitigate any potential public relations fallout from those who may be trying to hide corrupt business practices, unsavory dealings, or questionable associates. This comes down to protecting a company's reputation.

STRATEGIC INTELLIGENCE

Because information is so important to mitigating risk, many companies operating and investing globally have come to rely on sophisticated, ongoing information-gathering programs. These are business-intelligence collection programs that are designed to provide strategic information to company decision makers. Many companies have developed internal processes to collect external information that could affect their bottom line and to assess critical developments in their industry and operating environments. Companies often work with outside providers to help build the internal intelligence systems and capabilities they need to use external business intelligence—all of which is designed to improve their decision making and overall public relations strategy.

For example, we worked with a multinational corporation with worldwide operations, including in Brazil and Colombia, to develop internal intelligence mechanisms to manage incoming competitive and security-related information that impacted their most important operations. The company developed the internal systems and protocols necessary to then analyze information coming from external networks. These external networks were

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able to provide real-time intelligence about ongoing and emerging threats to the company's operations.

The first piece of an effective strategic intelligence program is to develop the intelligence, and the second is to ensure a communications structure is in place to securely convey the information. Our next step for this client was using operatives in Manila and London to ensure operational security. We then relied on a variety of advanced encrypted communications platforms to transmit intelligence. Last, we helped the client utilize the information to manage a local public relations campaign.

MONITORING POLITICAL, ECONOMIC, AND SECURITY RISKS

In addition to ongoing business intelligence collection and the internal protocols to receive and process it, companies operating in regions rife with political violence and criminality also need to monitor political, economic, and security risks. But they also need ongoing intelligence collection and surveillance of political and economic risks. Understanding the political, economic, and security environments in which business units, factories,retail stores, headquarters, partners, or acquisition targets operate is essential to a company's risk-mitigation strategy. The most successful companies develop an intelligence-based approach to making these risk assessments and ongoing monitoring that provides timely information from external networks of on-the-ground sources. Watching the headlines is not enough for many corporate executives. These companies and

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their C-suite executives need proprietary information relevant to their specific corporate business objectives.

For example, we worked with a nonprofit service organization seeking to expand to several different countries around the world, including Ukraine, South Korea, and Mexico. The organization required a series of reports analyzing each country's political, economic, and security situations, as well as the reception it would likely receive in each country. Part of what made the reporting successful was that the initial reports developed a list of key contacts for the organization, a road map ofgovernmental bureaucracy, and real-time intelligence about the security environment to help make important expansion decisions. Ongoing intelligence monitoring has helped the organization mitigate significant risks to its mission and personnel posed by political violence and organized crime in these countries. Further, the ongoing stream of information about the political, economic, and security environment has enabled the organization to implement a robust public relations campaign designed to fortify its work in the eyes of the community and the governments of the countries where it operates. A strong, forward-leaning public relations campaign can help create necessary alliances between an organization andthe community in the face of security concerns. Such relationships become invaluable in circumstances when assets or personnel come under attack.

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INTELLIGENCE-BASED MEDIA CAMPAIGNS

Intelligence-collection programs help companies and organizations develop proactive media campaigns in an effort to influence their operating environments. Rather than just reacting to unfavorable conditions, these entities use information to create favorable conditions. Companies with robust intelligence networks develop ongoing streams of information to feed continuing media campaigns designed to benefit the entity. Over the past years, we have worked with authoritative media outlets in Asia, the Middle East, and eastern Europe on behalf of clients for this purpose. After developing information specific to a client's interest, we move to the implementation stage, which entails strategically deploying the information collected in an effort to help the client influence events in a beneficial direction. Moreover, we have the capability to follow up traditional media with a second layer of supportive social media, providing clients with a ready platform for honing and implementing effective global messaging.

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In one such case, our client was an opposition figure in a Middle Eastern country who was trying to repair relationships with key establishment leaders. The first step was to use knowledgeable sources close to the regime to determine likely opportunities for connection and what messages might be most effective. We were able to bring critical information to the attention of journalists who might be interested in covering the issue, ones with authoritative voices in the target market who were already covering the issue at hand. In this case, we worked with a respected international journalist who covered political factions in the country in question and who wrote a positive piece about our client'scontributions to political stability in that country.

EXPOSING WRONG DOING

In the course of doing business around the globe, clients have found themselves faced with unscrupulous actors who might be impeding their business interests or actively working to sabotage their work in certain regions. Companies used to a level playing field of competition in areas where the rules and regulations are more transparent and better enforced may have difficulty operating in environments where competitors may take unlawful action to secure advantage. In some cases, clients may seek legal recourse. But in others, a savy media campaign using sourced intelligence could be an effective way for companies to expose adversaries' wrongdoing or neutralize competitors seeking to undermine their business objectives.

For example, we worked with a client to develop information related to a financial institution's ongoing ties to an Iranian bank, which controverted international sanctions. The client believed that the financial institution was involved with the Iranians, so the first step was to verify its theory. We launched a discreet investigation into the financial institution using sources close to the entity, who confirmed the entity's continuing relationship with the Iranian bank. This type of intelligence-gathering effort must

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be carried out with operational security front and center, so we used a seasoned team of intelligence professionals to develop the information. With this information, we worked with a journalist to publish an article about the financial institution in a reputable publication in Europe. As noted, in such media campaigns, the goal is to work with journalists who are already working on and interested in the relevant issues, can independently verify the information provided with their own sources, and then develop a story for publication. After we exposed the financial institution's wrongdoing, the client then crafted its own public relations campaign designed to capitalize on the information conveyed in that initial article.

CRISIS MANAGEMENT

Often, a global crisis such as the coronavirus pandemic, a natural disaster,or domestic unrest provides a stress test of firms' crisis-management capabilities. Corporate entities need to develop security and crisis- management protocols when operating in unstable environments, including effective and sustainable security and safety programs, emergency-responsesystems, and disaster-recovery plans. These plans could be related to threats to a facility, employees, and information, or to unforeseen crises and location-specific concerns. As noted, companies that had existing crisis- management plans in place were much better equipped to handle the coronavirus lockdowns in 2020. They were able to enact existing safety protocols and plans for operating remotely, thus mitigating the health risks to

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their employees and financial harm to their bottom line, while promoting their strategies via an organized public relations campaign. Faced with uncertainty, steady public relations messaging backed by good intelligence and sound protocols can do a lot to build confidence in the ability of a company and its leadership to handle a crisis.

For example, when a small international law firm found itself flat- footed in response to civil unrest in Chile, it realized that its crisis- management function had to be expanded. While the law firm had well- developed internal communications surrounding its life safety function, its crisis-management team needed to include an external communications element and protocols to guide its communications with external clients and other stakeholders, as well as local authorities and its national embassy. At the same time, we decided that the life safety function could use further refinement to include a component responsive to a potential pandemic flu outbreak. This meant building in plans for when sick employees should stay at home and return to work, when to suspend travel, and—critically—what infrastructure key employees would need to work from home if needed. Although we did not foresee the coronavirus pandemic, the company's plans were readily adaptable.

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CONCLUSION

Top companies can and do utilize business intelligence for their public relations advantage in several ways:

1. Companies operating in the United States and around the world face a variety of challenges—from the everyday challenges of getting product to market to unforeseen black swan events such as the coronavirus pandemic. Best-in-class companies, however, are successful in navigating these challenges with the help of good intelligence and good public relations.
2. Companies cannot wait for a country's political, economic, or security environment to stabilize before continuing operations, just as they cannot count on a competitor to openly advertise its interest in entering a desirable market.
3. Companies need information and public relations to defend their positions and to advance their objectives. Intelligence can help companies avoid certain pitfalls before they become publicrelations disasters. Intelligence can also arm companies with the ammunition they need to communicate critical business decisions, insulate themselves from further targeting, expose wrong doing, or create community and government alliances.

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QUESTIONS FOR DISCUSSION

1. How was the chaotic condition when the coronavirus pandemic hit globally in early 2020?
2. How do you know about black swan and describe the cause to the we live and do bussiness?
3. How is to harness intelligence for your public relations advantage?
4. Practice how is due diligence designed to assess the risks associated with partnership, mergers, and investment opprtunities?
5. Supposed you are public relations officer what should you do when your clients face unscrupulous actors who might be imeding their business interests or working to sabotage their work in certain regions?

CHAPTER III

ARGUMENT AND MEDIA

INSTRUCTIONAL OBJECTIVES

The students will be able to receive and give reaction towards a communication transformation by depending on IT in pandemic, and to do transformation, apply communication in the same way, to make argument based on research and information in order to do presentation successfully, to decide the audiences in order to do the job of pr well, to decide the message and the way to deliver the message to the audiences well, to decide the allocation time to present the message to the audiences in order the avoid the audiences' boring, to be a good editor for their qualified presentation material, and to be yourselves as doing the job of pr in order to create uniqueness.

The nature of communications has changed dramatically in the 2000s and 2010s—and that's putting it mildly. The old technology and traditional methods are still around, of course: newspapers, magazines, radio, television, delivering speeches before live audiences, making pitches in person to individuals or small groups, and so forth. But podcasting, texting, social media, videoconferencing, and all the other digital platforms have revolutionized the way we communicate with one another, whether it’s one-on-one, before a global audience, or something in between. And youcan be sure that even newer technologies will keep coming along, thanks to the driving force of innovative entrepreneurship.

All these developments have affected how you go about preparing your argument and executing your presentation, whether you are pitching yourself to a prospective employer, selling an organization’s services to a potential customer, extolling a company’s product, or trying to convince an editor to do a story about one of your clients. To master these skills, you need to be up to speed on all the new communications technologies and know how to make them work for you. But remember also that certain core principles of communications always apply. The packaging and the method of delivery may be different, but th essential techniques that worked for the pioneers of public relations in the early twentieth century still work today—and will far into the future.

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DEFINING “ARGUMENTS” AND “PRESENTATIONS”

Presentations are the end result of a process in which the formulation of arguments comes first. The argument—your thesis, your declaration of what you believe to be true, the point of view you want to convey—comes from analyzing the evidence you’ve acquired, whether from research, experience, the testimonials of others, or whatever else you have. Preparing the argument is a kind of intellectual exercise because it requires you to sort out the material at hand, think through what is important and what is not, reach your conclusion, and set the goal you want to achieve.

Once you have settled on your argument, you must next decide what is the most compelling and effective way of pitching it to your target audience. That is the presentation part of the process. It means devising specific and persuasive language. It requires concreteness to buttress the argument. Numbers. Quantifiable data. Survey findings. Polling results. Real-life stories with the names and case histories of actual people. Endorsements from credible, respected third parties.

Get to the Point, Fast

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On the other hand, there may be no fixed time element—you can go on as long or short as you choose. In that situation, let the length of your presentation be determined by the content of your argument. The more there is to say of genuine value, then the longer the presentation—within reason. That means you have to concentrate on your most powerful points. Decide what will really influence your listeners and keep it in. Discard what could be helpful but is not essential. Don't let an open-ended presentation become, in the audience's mind, an endless presentation.

Why concentrate on value? Because in today's high-speed world, audiences have become accustomed to and usually demand short, punchy, to-the-point presentations. Patience runs out fast. The urge to move on to the next thing runs high. Whether you are pitching your case to an audience of one or one thousand, you need to remember the old rule from architecture: less can be more.

Final point: Once you have developed your argument and summed it up in a presentation, then you need an editor. If you are fortunate, that will be a boss, teacher, mentor, experienced colleague, or trusted friend who can review what you have, make comments and suggestions, and, most important, tell you whether it works. Unfortunately, not everyone has the benefit of an independent editor. You may be entirely on your own. In that case, you have to be your own editor.

Triple-Check the Presentation

Far too often in the world of communications, people put a pitch together and think the job is done. Not so. That's only the first step. You need to review it at least three times. In your first review, comb out any errors, such as language that's garbled or clichéd; material that might unintentionally offend the audience; or visual materials that are inappropriate, unattractive, or poorly timed during the presentation. Second, review the presentation for its effectiveness. Are there passages that drone on too long or are difficult to follow? Is some of the material duplicative? Have you chosen the best case histories to make your point? And above all, are you making the case you want to make? Did you somehow, while assembling your presentation, drift away from the argument that was the whole point of presenting? Last, after those first two reviews, you need to go over everything at least one more time to

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make sure the changes you've made haven't somehow created new sets of problems.

All this applies to arguing for anything and everything of importance—a new job, a new client, a new product, a plum assignment, a political candidate. It may also apply to protecting something you already have rather than trying to add something new: for instance, keeping an existing job or holding on to a skittish client. Whatever kind of case you want to make, even in this digital era, when there are so many new methods of delivery, the core principles of communications can never be forgotten or ignored.

DELIVERING THE ARGUMENT

One old guideline that does still work is the speechwriter's rule: tell 'emwhat you're going to say, say it, tell 'em what you've said. In other words, open with a strong, clear statement of what your argument is. Within the first minute or two, the audience should know what you're going to talk about and your point of view on it. Then spell it out, explaining the reasoning underlying your argument and the data, case histories, or other information supporting it—that's the "say it" part. Then summarize it all in concise, punchy language—the "tell 'em what you've said" wrap-up.

It is particularly important to get that last part right, because a strong summary gives the audience a chance to absorb your argument and see how all the information that you've provided leads up to it. Avoid being overly repetitive in your conclusion—

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you don’t want to rehash your entire case—but it is all right to hit the key points, because listeners often need to hear them one more time to fix your presentation in their minds. Final thought: It’s always good to make the absolute last thing you say something memorable—a kind of sound bite that will stick in the listeners’ minds.

KNOWING THE AUDIENCE

Presenting is ultimately all about the audience, not the presenter. You have to know to whom you are going to speak and then fine-tune your presentation to the situation. Those who don’t realize this or won’t invest the effort to make the event audience friendly are not going to get results. People who have a keen sense of empathy have a definite advantage in reaching audiences. They can transcend their personal feelings and grasp what it is the audience wants to hear—or sometimes what it doesn’t expect to hear, but welcomes once it’s been said.

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For instance, the audience for Jimmy Kimmel’s late-night TV shownormally expects a lot of laughs in the opening monologue. Yet one night in 2017, it got something very different—something that made a lot of folks downright teary—when Kimmel shared the story of his newborn son’s congenital heart disease, the emergency surgery he needed, and the nerve-racking treatments that followed.

GIVING CONTRARIAN ADVICE

Bear in mind that sometimes organizations have the wrong idea about what their real problem is, and your job is to set them straight. Case in point: United Airlines had a PR disaster on its hands in 2017 when Chicago O’Hare Airport security personnel dragged a sixty-nine-year-old passenger down the aisle and off a plane because United wanted his seat. The incident was captured on phone videos by other passengers, many of whom could be heard screaming at the guards to stop.

After the videos went viral, United’s CEO, Oscar Munoz, realized he had to make a statement. But what he said was that the airline regretted having to re-accommodate some of its passengers.” In other words, he thought he had to apologize for inconveniencing a few travelers, not for United’s rough treatment of an older man who had done nothing wrong. Munoz made the common mistake in business life of thinking in traditional terms—always keep the customers happy. In doing so, he failed to recognize that this situation was not some minor breakdown in operating procedures, but an enormous breach of conduct, and that the response had to reflect its gravity and deeply personal nature.

FRESH THINKING

Another kind of presentation that can deeply impress listeners is one that challenges them to break out of their conventional ways of thinking and try something vastly different. One person who took that route was Pete Frates, who died at the age of thirty-four in 2019 after suffering from ALS (amyotrophic lateral sclerosis, also known as Lou Gehrig’s Disease) for seven years. Frates decided that the fundraising for research into a cure

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for ALS was too workaday and unimaginative, so in 2014 he launched a drive that made ALS research national news: the Ice Bucket Challenge.

The challenge involved getting people to volunteer to have a bucket of ice water poured over their heads. At first glance, it seemed like a wacky idea, but it went viral, and thousands of people signed up to get soaked, including scores of celebrities. One of the most memorable volunteers was Oprah Winfrey, who agreed to take the Ice Bucket Challenge live on her TV show. At the crucial moment, she announced in a perfectly calm voice, "I'm ready now"—and then let out a horrified scream as the bucket was dumped on her, a vivid reminder of what was being endured on behalf of a good cause. At the end of the year, between $160 million and $220 million had been raised for ALS research, and Sports Illustrated named Pete Frates as its "Inspiration of the Year" award winner.

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Your presentation probably won't require such an outsized proposal as the Ice Bucket Challenge. But one of the questions you need to consider when you are formulating your argument is whether the person or the organization to which you are presenting might need new ideas and fresh ways of responding to its challenges.

HUMILITY AND AUTHENTICITY

Among the qualities many successful presenters display are a sense of humility and authenticity. They realize that their life achievements are not theirs alone, but were enabled by the support they've received from those who have helped them along the way. That self-awareness keeps them connected to reality, restrains any inclination to get boastful or take too much credit, and makes their presentations far more credible and impactful.Sometimes the presentation is all about expressing one's sense of humility and gratitude to others. Take, for example, the statement Serena Williams made to the press after she had won her twenty-third Grand Slam singles title, the most by any tennis player, male or female, in the modern era. Known as one of the game's fiercest competitors, Serena had every justification for taking personal pride in her victory. But instead she dedicated it to her sister Venus. "I really would like to take this moment to congratulate Venus," Serena said. "She's an amazing person. There's no way I would be at 23 without her … She's the only reason that I'm standing here today." Small wonder that Serena Williams commands so much respect as a person as well as an athlete.

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Closely related to humility is authenticity. Great presenters do display confidence, but they never let that verge over into becoming cocky or arrogant. They convey their authenticity by speaking from a place of personal conviction, but one that is free of egotism. One of the best presenters of the modern era is Elon Musk, who has an extraordinary record of turning skeptical audiences into converts. According to one analysis, he is particularly effective at putting across his vision for the future because he uses verbs in the present tense. Not "they will be," but "they are." Not "is going to come," but "is now." That seemingly simple change in how he deploys his verbs conveys strong convictions and real authenticity.

KEEPING IT SIMPLE

Dense is dumb. That's a shorthand way of saying that presentations have to be accessible and that complexity is not the way to achieve that goal. Avoid long passages full of numbers or heavy-duty data—save all that for a fact sheet or some other handout or download. Look for shorter, more direct ways to say things. English is a wonderfully flexible language and almost always offers a quicker, simpler way to express thoughts. Shun clichés and pointless phrases such as, "As I was saying …" and "Okay, then." Never tell the audience, "Let me be honest with you." Those are just more wasted words, and they imply you haven't been honest before. Avoid what's called "throat-clearing": wordy introductory passages thatdon't actually convey any ideas but only lead up to your message. Go directly to the point. Storytelling is a great way to get complex points across in an easy-to-follow way. Sheryl Sandberg, the COO of Facebook, is a master of using personal stories and anecdotes to convey her ideas. In her book Lean In, for example, she writes about the salary negotiations before she joined Facebook. She was inclined to take the first offer she got, but her husband convinced her to make a counterproposal, which led to a much better offer. A seemingly simple story, but it puts across in a powerful way her

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argument that women in the business world need to “lean in” to improve their status and pay.

MIRRORING

A basic sales tactic is mirroring the prospect. Do this judiciously—you don’t want to come across as insincere or inauthentic. But if, for example, you know the audience members have conservative social values, then there is no harm in being conservative in details such as your dress, allusions, graphics, and language. Mirroring also means making your presentation responsive to the audience’s reactions. To do this successfully, keep it loosely structured. The problem with a set-in-stone system such as PowerPoint is that it’s not configured to keep adjusting to the audience’s mood. Slide decks are fine when people have come to listen and learn, when you are the lecturer, the teacher.

Let me quote some instructive language from the 2007 AMA Handbook of Public Relations to explain that point: When you are making a pitch—when you are trying to sell yourself or your services or your organization —“it’s usually better to have talking points, perhaps with an easel, a blank flip chart, and a Magic Marker. In that way, key material can be reinforced visually, depending on whether the audience indicates that it finds the material compelling. “Mirroring is the most effective way to enhance any presentation or interview. By getting in sync with the decision makers, the speaker createsthe space to present persuasive facts, examples, personality traits, and proposed solutions.”

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THAT'S ENTERTAINMENT

Audiences like to be entertained, even during serious business meetings. Needless to say, making a pitch that includes entertaining elements can be chancy—some listeners may not be amused. But you can minimize that risk through the use of irony: using words whose meaning is the opposite of what is expected. Irony can create a sense of emotional distance and provide the audience with a feeling of detachment and control, which in turn can create instant rapport with the presenter.

For example, you might comment on the surprising conduct of someone everyone is talking about: "That was like learning your marriage counselor is getting divorced." Or describe the bungling of a rival company as "about as impressive as a police station getting robbed." Irony has the ability to disarm by looking at things in a clever, unexpected way. The audience becomes less guarded and more trusting.

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CONCLUSION

Technology + pandemic = communications transformation. PR professionals are reaching out to audiences in new ways. Audiences are receiving and reacting in new ways. Plus ça change, plus c'est la même chose. Another way of saying that, no matter how much transformation there is, the same core principles of communications always apply. Solidly based arguments—based on research and information— are the foundation of all successful presentations. If you don't know who you want to reach, you will reach no one. Your audience(s) must be defined, not guessed at.5. The medium is still the message. Without properly choosing how your message will be delivered, you have only a random chance of reaching your audience(s). Time is not necessarily on your side. Whether for in-person or on- screen presentations, if you take too much time (or space) to make your argument, you may lose your audience(s). On the other hand, timing is everything. The pacing of your delivery must be top of mind. Your presentation needs an editor. Your arguments must be vetted, your presentation critiqued. You have colleagues to ask, right, even if they're virtual? If not, then you must be your own editor, and a perfectionist at that. Practice makes perfect. Never present an untested argument. Never make an unrehearsed presentation. And yes, your mirror counts as rehearsal space. Don't be afraid to be yourself. Let your personality come through.

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QUESTIONS FOR DISCUSSION

1. Elaborate the changing of the nature of communication in the world in the early twenty-first century.
2. Supposed you are as public relations practice of higher education, what should you do to face the dramatical changing of the technology and method of communication?
3. What should you know about argument and presentation that show your intellectual exercise?
4. Supposed that you are public relations specialist, elaborate the method of to the point and fast when you do presentation.
5. Practice the method of triple check the presentation, delivering the argument, knowing the audience when you do presentation to show your specialist of public relations.

CHAPTER IV

LANGUAGE AND PUBLIC RELATIONS

The students will be able to identify audiences so that the job of public relation could be conducted easily to instruct them why should they do.

Today, too many Americans view those who disagree with them as enemies rather than mere opponents—as genuine threats to what we individually hold most dear. Everyone wants to "be understood," but no one wants to "try to understand." The pithy put-down is preferred to information, explanation, and education. Thank you, Twitter. But the challenge to the effective art of public relations is even more dire, as we are increasingly unable to agree on common meanings for common words. For example, I asked a focus group of Democrats and Republicans in Orlando, "Is America exceptional?" Almost all of the Republicans said yes, along with half of the Democrats. Good

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news, right? A starting point!Agreeing on "exceptional" means that we have at least something in common.

Wrong. We think we agree, but we don't. Your responsibility as public relations practitioners, and my job as a pollster, is to dig deeper, to understand what "exceptional" really means. Otherwise, it's just a word—an empty vessel. As it turns out, the same word means very different things to very different people. To Republicans, "exceptional" is a full-throated rallying cry, delivered with a fist in the air. It means that we are the best—that shining city on a hill, a beacon of hope. The greatest nation in the world; an example for other nations to follow. To Democrats, "exceptional" does not mean that we are greater compared to other places, because lots of other places (and people) are also great. It means there are things about America that they love—freedom, opportunity, individual rights—that make America great, but not necessarily great-er. The difference between the definitions—and the implications that difference carries—is vast.

As the PR industry has come to realize the hard way, common words no longer have common meaning—even when we think they do. To paraphrase (or mangle) Churchill, we really are two different Americas, divided by a common language. We can't agree on common words. We can't agree on common goals. It feels like a divorce proceeding, where both spouses are fighting over who gets to keep the house … which, in this case, just happens to be a nation that we all share. The difference is, neither side is moving out. We're going to have to find a way to make it

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work. Together. So what does this all mean to the world of public relations? For PR executives, social media has become a booming profit center, with endless vehicles to spread their endless messages. But social media separates us from the very real consequences of our words. It desensitizes us. De-humanizes us. No one stops to consider how the person on the other end of the app might feel. We say things to people online that would risk a slap across the face in the real world. And in the absence of that risk, we become reckless.Worse still, this phenomenon of carefully curated newsfeeds is creating echo chambers everywhere that are silos—bunkers—impenetrable to reason and empty of empathy. Think about it: How do you educate your audience to your client or their point of view if no one is listening? How do you change minds that are already made up? No less a figure than Mark Zuckerberg has acknowledged the challenge, yet even he is unclear about how to respond to it.

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First, we need to balance our language between health and the economy. To no one's surprise, Republican voters are much more skeptical of the virus and its impact than Democratic voters or the broader public. Republicans are also much more hostile about the need for additional "lockdowns" (please call them "stay-at-home protocols") and their significant impact on the economy. Only 12 percent of Democratic voters prioritize the national economy over the health and safety of the nation, compared to 51 percent of Republican voters.We have been stuck debating this false dichotomy between fighting the virus or supporting the economy since the pandemic began. It is a false choice that has failed to serve the interests of either side. We must protect not only our physical, but also our economic well-being. We need to continually balance our language between the economy and health. While health is more persuasive, ignoring economic anxiety ignores the voices of roughly 40 percent of Americans for whom this is their primary concern—in some cases a crippling one. Messages should emphasize that following public health protocols will help to avoid severe limits and restrictions, and that will speed up the return to a healthy, inclusive economy.

Second, it's time for politicians (and politics) to step aside. Political leaders have been dominating the airwaves and the briefing rooms. Yet, despite their best efforts, the words and phrases they've embraced are missing the mark, failing to motivate millions of Americans who still do not realize their lives and the lives of their families are in jeopardy. The problem is not just what they say but who they are. If you're an electedofficial, you are immediately tainted. Everyone is watching and listening for some partisan bias. Don't taint the research and science by sharing it through a partisan lens.

Americans trust recommendations from medical and public health officials above everyone else specifically because their opinions are shaped by science, not politics. Thirty-five percent of respondents believe COVID decisions should come from the nation's highest-ranking medical and public health officials, followed by 28 percent who want their state officials to make

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those decisions. Whenever we can inject local control into the conversation—and mean it—it will bolster our efforts. People simply have more faith in public health experts delivering localized solutions.

Third, voters are interested in supporting leaders for acting on COVID. Only 7 percent of swing voters and 11 percent of Republican voters say they would be less likely to vote for a member of Congress who encouraged people to take steps to stop the spread of COVID-19 (on November 27, 2020, shortly before this was written, the US had just confirmed its two hundred thousandth case). Elected leaders must come to together to pass legislation and make funding available to support our nation's efforts to eradicate COVID-19, realizing it will be an electoral boon, not a bust, across the political spectrum.

Fourth, we need to give people a reason to comply with public health protocols beyond the fact that it's good for them. We need to make COVID-19 tangible by individualizing, personalizing, and humanizing the "pandemic" ("coronavirus" does exactly the opposite). Before talking about reopening the economy and schools, start by emphasizing the shared goal of "returning to normal." That's what Americans really want. The economy is about others. Returning to normal is about us.

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CONCLUSION

Of these phrases, there are nine that are particularly powerful and universally accepted:

1. "Imagine." The most powerful word in the English language, it communicates endless possibilities. It is also one of the few words that communicates a vision in the minds of everyone who hears it. Ask people to imagine life at perfection and they have as many different visions as there are people—and all of them are accurate because all of them are self-generated. Great PR is both visual and emotional.
2. "Cleaner, safer, healthier." Most companies boast about their "sustainable" practices. The problem with that is that it communicates status quo—that the rivers and streams and open spaces will still be around decades from now. But when you tell people that you want "cleanER, safER, healthiER" communities, that says you want to make things bettER.
3. Inclusion. This is probably the most controversial recommendation because it represents the single biggest change in language. Every company has a diversity program, but what people truly want is "inclusion." Diversity tells people that someone like them will be represented, but inclusion tells people that everyone is included. Diversity also suggests that there will be winners (the underserved) and losers (white males). With inclusion, everyone wins.
4. "Fact-based." With all the accusations about fake news and the political and ideological chasm that has developed, there

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is a real hunger for the truth. The scientific community has embraced "evidence" as its North Star, but the problem with that term is that it's legalese—evidence for the prosecution and evidence for the defense. A fact stands above evidence. A fact … is a fact.

5. "Peace of Mind." Most businesses talk about how their products and services give you a sense of "security." But that just means that there's a threat out there from which they are protecting you. If you talk about "peace of mind," that means there are no threats, that you can close your eyes, relax, and not worry.
6. "A problem solver." PR executives are learning that the single most important attribute to pitch on behalf of their CEO clients is "a problem solver." It's exactly the opposite of the typical politician, and it's about changing circumstances for the better both individually and collectively. Like the word "imagine," being a problem solver is in the eyes of the beholder—which makes it a universal principle.7. "Together, we can." Ever since Bono created the One campaign, it has been assumed that people want to get behind a single idea, purpose, or cause. The exact opposite is true. The problem with "one" is that people think they have to submerge their personality and/or principles behind a single effort. The reality is that we want to join and unite while still protecting our individuality. That's why "together" is a preferred public relations term.

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7. “No exceptions, no excuses.” The majority of public relations work occurs because clients don’t do as they say or as they should. A PR person is then hired to clean up the mess. But when a CEO issues a blanket statement with a “no exceptions, no excuses” declaration, that’s the surest way to say “I mean it. I really mean it.”
8. “Mutual respect.” This is the phrase workers most want to hear from their boss and their supervisors. Too often, those in power talk about “tolerance,” yet that is considered too minimal by too many people. Similarly, being “valued” sounds too much like you’re putting a price tag on the heads of your employees.

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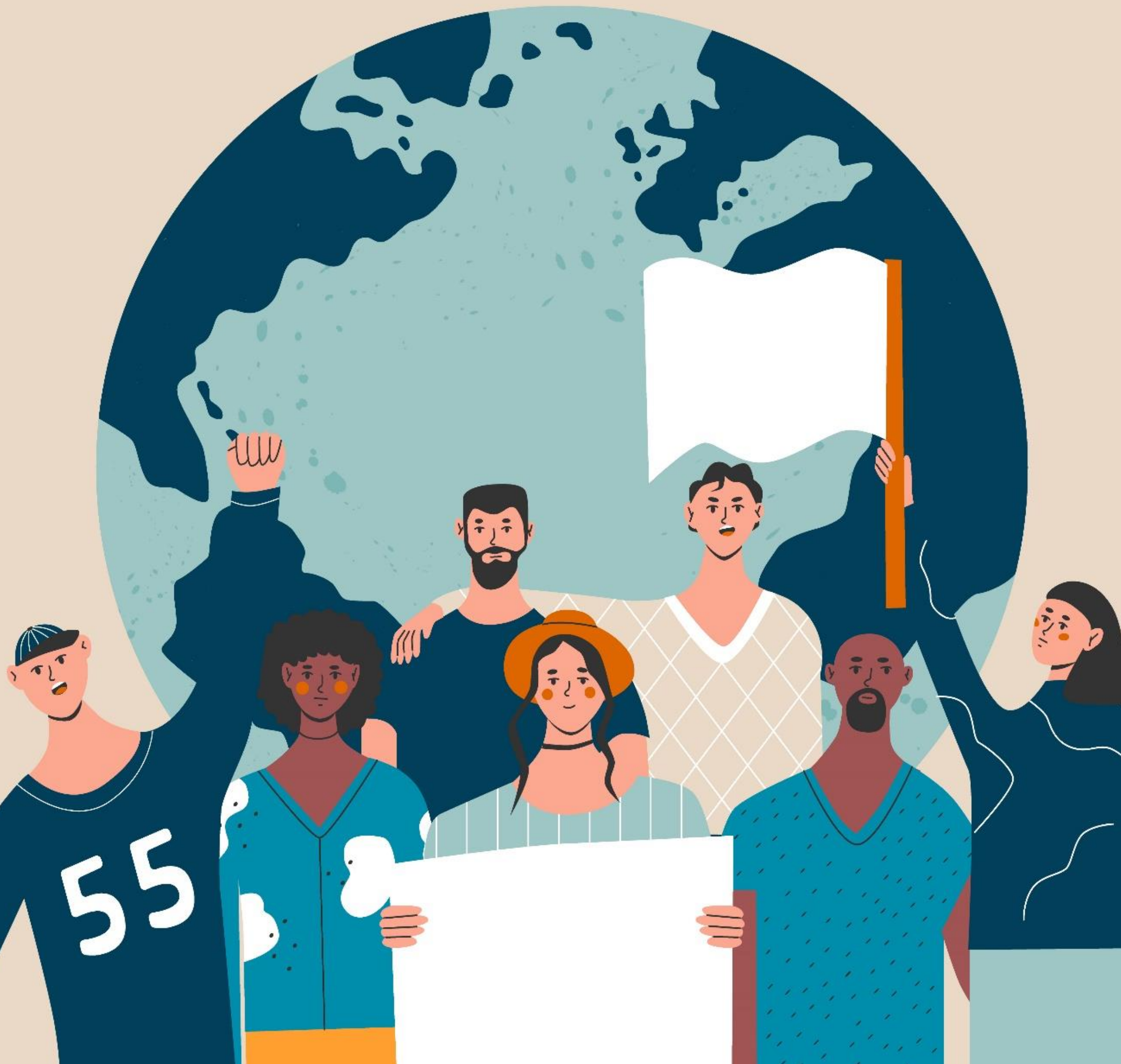
QUESTIONS FOR DISCUSSION

1. How do you know about the statement that everyone wants to be understood but no one wants to try to understand in relation to public relations?
2. What is the important of at least we have something in common for common words? Give the example.
3. What do you think as supposed you are public relations industry about the statement that common words no longer have common meaning? Give the example.
4. Supposed you are public relations executives, how do you explain that social media has become a booming profit center with endless vehicles to spread their endless messages?
5. What do you think about the thought that we must protect not only our physical, but also our economic well-being as supposed you are public relations executives for past pandemic that has destructed globally?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CHAPTER V

COMMUNICATIONS PROGRAM

The students will be able to apply six principle of PR (Situation, Objectives, Strategies, Messages, Audiences, related Tactics, and Timeline) to do their task well. They will able to know the aspiration from client, organization, and the place where they work as PR to realize their purposes. They will be able to measure the succeed that has been discussed and planned before.

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An approach may be the answer if you are aiming at retail consumers, but even consumer audiences can and should be segmented demographically to focus on likely buyers, those that can influence them, and ultimately on the decision makers themselves. Getting directly to the decision maker, if possible, is often the most efficient means of accomplishing the objective.

The prerequisites to designing an effective program are defining and understanding your audience, and knowing what will move them to take adesired action Because until and unless you do this, you risk wasting time, energy, and resources. Serious mistakes can ensue. Getting your target right from the outset is well worth the effort.

In preparing a communications program for a client, prospect, or a direct report in a corporate or organizational setting, as recommendation that you use the tried-and-true approach that follows. Doing so will help ensure you touch all the bases. We call the plan SO SMArTT, a simple acronym that will help you remember the seven primary elements of the program: Situation, Objectives, Strategies, Messages, Audiences, related Tactics, and Timeline. There are other points, but these seven mutually supportive areas are the essential elements of any plan or program. They were not invented. They have been at the heart of PR planning and execution for many, many decades.

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Don't use these elements solely as a crutch. Each element warrants careful thought and consideration. Each should be linked to the other six in a way that supports achieving one or more of the program's objectives. In the end, the communications program is all about achieving the plan's objectives—a good reason to define these clearly at the outset. So, until the program links all seven elements with no loose ends, you still have work to do.

Situation

Lead with a simple declarative statement about the overall aspirations of the client, prospect, or organization. This brief statement should capture how the target wants to be to be viewed, perceived, positioned, or distinguished in the minds of those important to its success. Helping achieve these goals is the purpose of your communications plan. A client or prospect will always know their business far better than you do. That's a given. But the client or prospect may not have a clear understanding of the situation they are facing, be it a challenge or an opportunity. You may have to help clarify the situation. On the whole, though, your role—your expertise—is to provide communications advice and offer solutions.

But to create the right professional impression and demonstrate a thoughtful approach to the assignment, use this section to showcase your grasp of what the client has told you about the situation they face. Replay it for them. Put it all in your objective, third-party perspective, focusing on the communications aspects of what needs to be done to achieve success. Let the client know you understand the desired goal and the issues they face. The client will find this reassuring and gain confidence in your team's ability to get it done.

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Objectives

Objectives are the central element of any communications program. What do we want to achieve? If we are at point A, as described in the situation, the objectives define point B concisely. It is where we ultimately want to end up. Program objectives are usually three to five simple declarative statements about what this communications program aims to accomplish.The objectives should be stated in terms of what success will look like. For example: Establish company/organization X as the premier source for expert commentary/advice on investing in renewable energy resources. Program objectives should be measurable in a way that relates directly to the communications plan being executed. The chosen metric establishes the standard against which your efforts will be measured and judged. For example, this could be one of our metrics: Take a monthly count of news media mentions of company/organization X spokespersons providing advice or analysis on the topic of investing in renewable energy resources.

Strategies

This is the conceptual framework that you will rely on to achieve the program's objectives. Most plans have multiple strategies. There is some tendency to confuse strategies with tactics. Getting a client media exposure is a tactic. But noting that we will use management's successful track record to position the company as a leader in its field—that's a strategy. Using our renewable energy example, here are some strategies to establish company/organization X as the premier source for expert commentary/advice on investing in renewable energy resources:

1. Mobilize high-profile spokespersons from major environmental groups to endorse company/organization X's great success in directing investment funding to worthy renewable energy projects.

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2. Highlight the positive environmental impact, success, and handsome investment returns achieved by renewable energy projects backed by company/organization X.

Messages

These are brief, straightforward declarative statements that support the client's positioning. These messages should be integrated consistently into all future communications with key audiences. Statements that do not support a core message dilute or undermine the overall impact of the communications program. How often must your audience hear a message before they absorb and act upon it? This is often referred to as a message's "effective frequency." In terms of an absolute number, there is much debate on what works best. In researching this point, I found a variety of "rules of thumb," including the "Rule of 7," the "14 Times Rule," and one oft-cited study on effective frequency, attributed to Microsoft, that concluded a message needed to be heard by the listener between six and twenty times before it was acted upon. There were many more iterations, but they all shared one common theme: frequent repetition of a message is essential, and it works.

Another crucial factor in constructing an effective message is the quality of the message itself. What characterizes an effective message? Here, too, a Google search will unearth various answers. In my experience, an effective message shares four traits:

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1. Short

   Be respectful of your audience's attention span. The rules of thumb just cited were written before the explosion of social media. A message needs to be short and written in plain, everyday language.

2. Memorable

   Crafting a truly memorable message is always a challenge. Start by avoiding clichés. Just because you've heard something roll off a spokesperson's tongue countless times does not make it memorable.

3. Positive

   There are always at least two ways to deliver any message—positive or negative. Given a choice, go with a positive message. This is not an exercise in spinning bad news.

4. Relevant

   There is only one question to ask about a potential message: Is it relevant to the audience I am trying to reach and will it be well received and acted upon?

Audiences

Name the targets you identified when you started designing this program, in rough order of importance. Remember that, in most instances, the media is not in itself an audience, but rather an effective conduit to those audiences you hope to influence. When considering your audiences, always keep your plan's objectives top of mind. It is a question of who must receive, believe, share, and act on your message in order to achieve the

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objectives you initially identified. There certainly are times when your audience may number in the millions. More often, though, the number of decision makers or influencers you actually need to reach and persuade is far smaller. In the Jay Pritzker example, it turned out to be a mere handful.

Related Tactics

Tactics are the actual public relations, media relations, investor relations, and other activities you will employ to deliver the program's core messages and achieve the plan's objectives. Tactics relate back to the communications strategies developed earlier in the plan. If a given tactic does not align with one or more of the plan's strategies, deliver a core message, and support an objective, it doesn't belong here. Either take the tactic out of the plan or modify your objectives, strategies, and messages to accommodate it. Always presume you will be presenting your plan to a skeptical audience. Any tactic you recommend must fit the plan's internal rationale. Always be prepared to explain and defend how a recommended tactic will help achieve one or more of the plan's objectives.

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Timeline

This section of the plan contains "next steps" to give the client a sense of the order and time frame in which you will execute the tactical elements. Steps can run the gamut from the approximate to the precise: anything from a general statement about timing, to a detailed Excel spreadsheet with a week-by-week schedule of activities. Firmly stating to a client what steps come next is crucial to closing the sale and getting any program approved. As you present the plan to your client—internal or external—be prepared to tell your audience what you will do to kick this plan off to a fast start. List the first three to five things that will happen immediately after you get a green light to proceed. In terms of the time frame, these should be action steps that you can launch within the first ten days of an engagement. The activities reflected in your plan should have a cadence. Successfully communicating your ideas is a building process. Allow your audience to visualize the timeline and the path your plan lays out to achieve success. Make sure there are some early milestones that your audience can relate to and look forward to achieving.

AND DON'T FORGET

There are two final elements that you can't shy away from if you want your communications plan to be accepted. Call them "brass tacks"—details of immediate practical importance, according to the dictionary definition.

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Measurement

This section of the communications program outlines how progress will be measured against the plan's objectives. For example, if the objective is to change perceptions, then measure progress directly, by surveying the target audience, or indirectly, by tracking changes in the views the target audience expresses. Avoid using arbitrary deliverables as a measuring stick. Knowing the number of media hits, completed interviews, program steps accomplished, and so forth is useful, but does not measure actual progress against a given objective.

The Quality of Your In-Person Presentation

Assuming you are presenting your program in person (which may mean via Zoom!), these details are key:

- Do not rely solely on your slide deck. What if it goes down? Rehearse until you know your presentation so well that you can convey the details without any visual aids.
- Plan the presentation and its timing carefully. Do not waste you audience's time or your opportunity to sell your ideas. Factor in enough time for Q&A, a further opportunity to connect with your audience.

CONCLUSION

The first step in communications planning is to identify your audience. Know what people and groups make up that audience, and what you want them to do. Memorize the simple acronym SO SMArTT so you can easily remember the seven primary elements of an effective program: Situation, Objectives, Strategies, Messages, Audiences, related Tactics, and Timeline. Know the overall aspirations of the client, prospect, or organization. How do they want to be viewed, perceived, positioned, or distinguished in the minds of those important to their success? Helping them to achieve these goals is the purpose of your communications plan.4. Communications program objectives should be stated in terms of what success will look like. They should be measurable in a way that relates directly to the communications plan being executed.

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Strategy is the conceptual framework that you rely on to achieve your program's objectives. Most plans have multiple strategies. Take care not to confuse strategies with tactics. Messages are brief, straightforward declarative statements that support the client's positioning. These messages should be integrated consistently into all communications with key audiences. Statements that do not support a core message will dilute or undermine the overall impact of the communications program. Messages should be short, memorable, positive, and relevant. I'll repeat the importance of audience here: all program elements should be frequently checked to make sure they are directed at the proper target. Specific actions and a schedule round out the communications program, along with measurement metrics.

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QUESTIONS FOR DISCUSSION

Using our renewable energy example as a case study, our objective is to position our company/organization as the premier source for expert commentary and advice on investing in renewable energy resources. Compared with marketing a product or service to consumers, the major audiences we need to reach and influence are quite narrow. Here are four significant audiences that will help us achieve our primary objective, and why:

1. Environmental news media

   Concern about climate change, sustainability, and other related topics that fit under the heading of ESG (Environmental, Social, and Governance) issues has fueled an explosion in related coverage, both traditional and social media. It is a rare traditional news organization that doesn't have a dedicated reporter, or even a whole news team, covering such issues. Coverage of developments in renewable energy is closely followed by those who invest in renewable energy projects, either outright or through their investments in electric utilities. Reporters need knowledgeable, credible, and readily available resources to comment on developments in the field.

   Supposed you are public relations How do you make your organization's spokespersons a go-to source for comment on industry developments elevates the organization's name recognition and positions it as the premier source for expert commentary/advice on investing in renewable energy resources?

2. Industry research analysts and portfolio managers

   As with the news media, investment firms and institutional investors employ professional teams of research analysts and portfolio managers that specialize in particular industries, such astechnology, airlines, or pharmaceuticals. Those who follow electric utilities are your target. Globally, there is a societal push toward sustainability and ESG investing. Sometimes characterized as "doing well (financially) by doing good (environmentally)," this puts investments in renewable energy at the forefront of a powerful trend. Creating favorable awareness among those who make or influence these decisionsgoes hand in hand with positioning your organization as an expert source among investment decision makers. Several prominent firms have emerged to provide ESG scores that rate and rank individual companies and investment funds against pertinent criteria, such as a company's public progress in reducing its carbon footprint or making a firm commitment to becoming carbon neutral, or—in the case of electric utilities—replacing fossil fuel–fired generation with clean renewable fuels. This powerful global trend in ESG investing makes your organization's comments on this hot topic worth hearing.

   How does therein lie the opportunity to further your organization's reputation for renewable energy expertise with this key audience?

CHAPTER VI

GOVERNMENT RELATIONS

The students will be able to identify smartly the needs of the government office and the need of society as the focus of the government office. They will be able to identify the society needs as the focus from government office in which we work as public relations.

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Government relations means what it says and also suggests: managing an organization's relationships with federal, state, and local governments to mitigate risk and, ideally, create business opportunities. "Public affairs" is a term frequently used in the same way, but is generally considered a broader category that incorporates government-relations activities with public policy advocacy, public relations, and multiple strategies to affect government decisions. According to the Public Affairs Council, a leading organization of public affairs professionals, successful government relations and public affairs involve "educating policy makers about issues, alerting clients and senior management to legislative risks and opportunities, and lobbying to ensure that company views are reflecting in policy debates and outcomes."Needless to say, any successful organization needs to manage its relationships with the government. We will address how to do so successfully.

THE KEY COMPONENTS FOR SUCCESS

A successful government relations program has several key components: 1. Research: Issues analysis, Prioritization and Key leaders, opinion leaders, and influencers; 2. Monitoring: Legislation, Regulatory action, Public opinion, and Media; 3. Objectives; 4. Strategy (organizing the effort); 5. Messaging; 6. Tactics: Direct contact with decision makers/lobbying, Coalition building Grassroots, and Communications and public relations; 7. Politics and elections—"where the rubber meets the road"; 8. Careers in government relations

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RESEARCH—ISSUES ANALYSIS, PRIORITIZATION

All organizations need to identify the major issues affecting their organizations and the government's role in addressing them. We could fill an entire book just listing the possibilities, so let us just use McDonald's as an example of the types of potential government issues with which they have had to, and continue to, contend: Obesity and health—remember Super Size Me?, Wages for restaurant workers and farm workers, Animal welfare and husbandry, such as factory farms, Human rights, such as in China, where the company has some 3,400 restaurants and was a major sponsor of the Olympics there in 2008, Marketing to children, Environmental, Social, and Governance commitments.

RESEARCH—KEY LEADERS, OPINION LEADERS, AND INFLUENCERS

Numerous government leaders and entities make major decisions that can affect an organization. These include Congress, executive branch agencies and regulatory bodies, state legislators, governors, mayors, and city councils. Regarding the federal government in particular, we must always remind ourselves that while there are thousands of people in Washington, DC, with big jobs, big offices, fancy titles, and enormous prestige, only 537 have real power. They are the ones sent here by the voters—the president, the vice president, 100 senators, and 435 representatives. Even members of the Supreme Court, the apex of our third branch of government, are appointed to their lifelong positions by presidents chosen by voters.

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MONITORING—LEGISLATION, REGULATORY ACTION, PUBLIC OPINION, AND MEDIA

Critical to successful government relations is the monitoring of potential government actions on issues of importance to the organization. This begins with potential legislation at the federal, state, and local levels. As noted, key government agencies and regulatory bodies with rule-making authority can also significantly affect an organization; they need to be monitored as well. Achieving success in government relations requires a good understanding of public opinion. There are several ways to measure this: Numerous weekly polls on a wide variety of topics and issues can be important identifiers of trends and attitudes. Note that in the wake of several recent presidential elections, polls have come under increased criticism for not accurately predicting the winner or the margin of victory.

However, there wouldn't be so many polls if they didn't have proven value. Note also that polls represent only a snapshot of opinion at one point in time, which is why political campaigns continue to poll right up until an election. Last, the quality of polls and polling firms varies significantly. Two gold standards are the nonpartisan Pew Research Center and the National Opinion Research Center at the University of Chicago. But there are other good polling firms as well. Focus groups are another technique to identify public attitudes. Roughly ten to twenty people are questioned by a moderator on a variety of topics related to an issue. The media also can provide significant insights into public opinion. What topics are getting the most attention? Who are the public opinion leaders on those topics? Obviously they will be different on the Wall Street Journal's editorial pages versus the New York Times's.

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Objectives

It is important, early on, to identify the ultimate objective of your government relations program: to minimize legal and regulatory risk to an organization and/or risk to its brand or industry. Some examples include: Ride-hailing services Uber and Lyft successfully fought a California proposal to make their drivers employees, a move that would have significantly increased the companies' costs. The National Rifle Association successfully passed legislation in Congress that shields gun manufacturers and dealers from legal

liability when their guns are used in crimes. Thousands of American companies have sought waivers from tariffs on Chinese imports in certain industries.

Strategy

The next and probably most critical step is developing the strategy to achieve your objectives. What specific tactics will you use to reach yourgoals? How will the strategy be organized between resources inside and outside the organization? Is the right approach to communicate directly with decision makers, or to build a coalition and grassroots efforts? How much will need to be spent, in terms of both dollars and political capital? To what extent does your organization take the lead versus others, such as your industry trade association (if there is one)?

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Messaging

A critical component to success is having a strong and compelling message. There is much agreement on the key elements to successful messaging. Strong message components should: Be simple and memorable. "Just Do It" … "Make America Great Again" … "The New Deal." Be emotionally based, perhaps counterintuitively so—don't be overreliant on logic and facts. Consider a message from the campaign of Ronald

Reagan, the “Great Communicator,” in his 1984 bid for reelection: “It’s morning again in America,” which positively compared the first Reagan term with the stagflation of the preceding Carter administration.

Lobbying

Successful lobbyists spend considerable time developing personal relationships with key decision makers and their staffs, in order to access them on important issues and be in a position to present their case. Lobbyists come in many forms. They can be lawyers, former legislators and government officials, major political donors, trade associations, and advocacy groups, among many others. Companies can have lobbying capabilities within the organization or hire them from a wide variety of outside practices.

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Coalition Building

In addition to lobbying, another successful government relations strategy is coalition building. It involves finding like-minded allies—individuals and organizations with shared views to grow and enhance the power of your position. One of the most successful coalitions in recent memory is Mothers Against

Drunken Driving (MADD). Founded in 1980 by Candace Lightner, whose thirteen-year-old daughter was killed by a drunken driver, the group now has more than three million members and supporters nationwide, and has partnered with major companies and organizations such as Uber and Lyft, Nationwide Insurance, the NFL, the National Alcohol Beverage Control Association, and General Motors, among others. In terms of how successful a coalition can be, since MADD's founding, drunken-driving deaths have been reduced by 50 percent, saving some 370,000 lives through advocacy, education, and passage of tougher state Driving Under the Influence laws.

Communications and Public Relations

Any successful government relations program has a strong communications component. As Saul Alinsky notes, "It does not matter what you know about anything if you cannot communicate to your people. In that event you are not even a failure. You're just not there." Successful communications around government relations has several components: An emotional appeal to perceived injustice or inequity. A demonstration of shared values with supporters. As mentioned, such shared values could range from racial justice to excessive government spending and regulation or weak borders.

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A WORD ABOUT CAREERS IN GOVERNMENT RELATIONS

If government relations sounds like a career for you, the good news is that there are many paths to entry. Let's begin with college education. Political science, the discipline that deals with systems of governance and political thought and activities, is one obvious choice for those aspiring to be in government or government relations. In addition, there are a number of excellent master's degree programs in public policy and public affairs at leading universities. These include programs such as: The Kennedy School at Harvard, The Princeton School of Public and International Affairs (formerly the Woodrow Wilson School), The Goldman School of Public Policy at the University of California, Berkeley, The Harris School of Public Policy at the University of Chicago, The LBJ School of Public Affairs at the University of Texas at Austin, The John Glenn College of Public Affairs at Ohio State University. There are many more. Such programs can provide a strong base of knowledge and tools for analyzing and addressing public issues of import.

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CONCLUSION

Working in government can be extremely rewarding but also very challenging and complicated. Unfortunately, there are usually no easy answers for most issues. Many brilliant and hardworking people have come and gone trying to address our nation's needs. New York is still the communications capital of the world. Los Angeles is still home to much of the media and entertainment world. But Washington, DC, is where public policy is made, and it provides the financial resources that drive the policies. Working in or with the government, whether at the federal, state, or local level, is truly a noble calling. As Franklin Roosevelt put it: “Let us never forget that government is ourselves and not an alien power over us. The ultimate rulers of our democracy are not a President and senators and congressmen and government officials, but the voters of this country.”

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QUESTIONS FOR DISCUSSION

1. How do you about the important of managing the relationship with the government for any successful organization?
2. What are the several key components as the a succesful goverment relations program?
3. Supposed you are public relations executives, what should you do to manage the relationship with the government in terms of issues analysis that affect the organization?
4. Supposed you are public relations executives, what should you do to manage the relationship with the government in terms of key leaders that affect the organization?
5. Supposed you are public relations executives, what should you do to manage the relationship with the government in terms of the monitoring of potential government actions on issues that affect the organization?
6. How do you know about the steps of managing government relations program for your organization?

CHAPTER VII

TRANSFORMATIONAL CHANGE IN A HIGH-PROFILE DISCIPLINE

The students will have the accounting competence to support the task of PR to attract the investor, have the written and spoken competence well, can count the quarterly income quickly have the experience in accounting, financial analysis, and public relations to support the job of PR.

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Corporate investor relations (IR) is a communications discipline that serves the information needs of a very specific audience, collectively referred to as the investment or financial community, or just simply "Wall Street." IR's principal role is to ensure the investment community has all the financial and operational information it needs to properly value a company's publicly traded shares. Why is that important? Because the value of a company's shares determines what it costs to raise additional capital to fund its growth, acquire other companies, and incentivize management. Share price is near and dear to the hearts of senior management. It is a key component by which shareholders and a company's board of directors evaluate and compensate management's performance. This last point gives the IR role a high profile within the corporation. The in-house IR officer or an IR agency consultant will usually work with the company's CEO and chief financial officer (CFO) in preparing or reviewing many of the documents and activities described in this chapter.

HOLD AN INVESTOR DAY

Most public companies traditionally present at a number of financial conferences each year, at the invitation of a financial institution or brokerage firm that follows the company. These tend to be concise presentations (20–30 minutes), including Q&A. The Investor Day—a fairly recent trend—is an in-person public meeting before both brokerage (sell-side) and institutional (buy-side) analysts who follow the company or its industry. Not all companies convene an annual Investor Day, but most are probably well advised to do so. These tend to be dedicated presentations to showcase the company's full management team and provide a look at each of the company's principal operating units. (COVID-19 precautions, as this was written, tended to move the formerly in-person Investor Day into a virtual, remote mode. In fact, CIRI, the Canadian Investor Relations Institute, said in a survey released in spring of 2020 that of 26 respondents, 18% had postponed their Investor Day and 12% had changed their event to a virtual format.).

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DON'T FORGET BROKERAGE-RUN CONFERENCES

Another important item for many companies are the industry-specific gatherings run by brokerage firms. These can last for several days, with blocks of time in which the invited companies make their presentations to institutional investors invited by the brokerages and answer questions from them. Companies should look at these conference presentations as opportunities to broaden the base of sophisticated investors familiar with the company's business strategy and future prospects. These appearances are valuable and require essentially the same type of preparation as a quarterly earnings call. Issuing a news release is often advisable, and doing so will be required if fresh material information is part of a company's presentation.

IT'S ALL ABOUT THE FUTURE

Okay—by now you know it's tomorrow that counts for investors. They need to be able to estimate what a company's shares will be worth three months, six months, or a year from now, and perhaps even further, and what kind of dividend (if any) it will be able to pay going forward. Shrewd company managements help investors make those estimates by issuing what is known as guidance—management's own forecast of the range it expects for future results. Managements usually issue and update guidance when they report quarterly earnings. But does giving guidance also raise the value of a company's shares? And can giving conservative guidance set the stage for a positive "earnings surprise" that will boost the stock's price?

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TO DISCLOSE OR NOT TO DISCLOSE?

That tricky question can cause major legal problems for company officers and boards of directors. According to Investopedia's entry on the SEC regulation, "Rule 10b-5 covers instances of 'insider trading,' which is when confidential information is used to manipulate the stock market in one's own favor." Here, we are also talking about material information that, if known, would lead someone to buy or sell a security. Essentially, that means when someone uses material information to trade securities with someone not privy to the same information, they are defrauding the other party to the trade. While case law has varied the enforcement of Rule 10b-5 in recent years, it certainly places limits on when officers or directors of a company with insider information can legally trade a company's securities.

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ATTEND TO THE MEDIA—INVESTORS DO

Media coverage can have a positive, neutral, or negative effect on a company's shares. Here's how the investor relations person (or their public relations counterpart) should become involved: When a positive development appears exciting, offer a story on it to a news media organization that is likely to have an interest in it. (However, if that development is material to investors, ensure you also issue the news to the media generally.) Have a media specialist at the company or an outside agency do so, if the media relations responsibility lies outside the investor relations office. Assist the media organization in putting the story together, including interviews with company executives and outside experts.

GOING PUBLIC

One of the most exciting and challenging tasks for the IR practitioner is “taking a company public”—selling a large part of a private company to public shareholders. The initial public offering (IPO) process is exacting and hectic. It involves an intense sales effort to convince investors to buy shares in a company that until then had been owned only by company insiders and other private shareholders. The entire procedure must adhere strictly to SEC guidelines. Among the responsibilities of the investor relations specialist before and during an IPO are drafting news releases, advising on investorpresentations (“road shows”), and ensuring communications are SEC

compliant.

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The key document in an IPO is the registration statement, or S-1. It is a detailed compendium of disclosures about the business of the company seeking to go public. It presents the reasons for purchasing shares in the company making the IPO, together with the risks in doing so. When filed in preliminary form with the SEC, that initial registration statement is known as a “red herring.”

WHAT ABOUT SOCIAL MEDIA?

You’d think that, given the lightning-fast movement of information in the digital media age, social media would have a key role in investor relations. Not so. A survey by the National

Investor Relations Institute found that only 15 percent to 18 percent of analysts said they were interested in using social media to engage with investor relations. Likewise, the study found that just 28 percent of IR practitioners were using social media. Why is that so? Consider the quantity of information professional investors require, versus the brevity of, say, a 280-character tweet. Detail- hungry analysts might prefer to go immediately to the financial tables available online. Is it possible that investors and analysts could come to trust social media sufficiently to act on a brief social media post issued concurrently with an earnings news release in order to make or recommend an investment decision? At this point, that remains an open question.

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WHAT DO INVESTORS CARE ABOUT TODAY?

Until recently, investors were concerned almost exclusively about a company's revenues and earnings lines and where those numbers were headed in the future. No more. Today, investors are also becoming increasingly interested in a firm's positive or negative contributions to society, in a process called ESG investing, standing for Environmental, Social, and Governance concerns. ESG investing integrates those socially responsible factors into investment analysis and decision making. However, the factors also cover a wide spectrum of issues that are also relevant to an investor's financial assessment of a company. So, a company's ability to meet ESG factors may also affect that same bottom line that investors look at first.

CONCLUSION

Is investor relations for you? For someone interested in the financial side of business and how the markets value it, a career in investor relations may be attractive. If so, you will need: A thorough understanding of business and financial statements. If necessary, consider taking accounting courses or even an advanced business degree. Communications skills, written and spoken. The ability to handle massive amounts of detail, since the investors who analyze your company have voracious appetites for it. The ability to work quickly and handle the avalanche of information that pours in as the quarterly earnings numbers are calculated. Experience in accounting, financial analysis, or public relations. In many companies, the IR officer comes from thefinancial ranks or is the chief public relations/communications executive. Investor relations is a challenging career that's both exciting and demanding. If you decide to pursue it, we wish you well!

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QUESTIONS FOR DISCUSSION

1. What is a key component by which shareholders and a company's board of directors compensate management's performance?
2. Why should you suggest to your organization as you are supposed to be public reations executives to have Investor Day?
3. What is brokerage firms and its use for your organization?
4. What will be the effect if someone use material information to trade security with someone not privy to the same information?
5. How should the investor relations person be become involved to the media?
6. Is it possible that investors and analysts could come to trust social media sufficiently to act on a brief social media post issued concurrently with an earnings news release in order to make or recommend an investment decision?

CHAPTER VIII

WORKING WITH THE MEDIA

The students will be able to mention the purpose and the important message as doing interview with media, decide the publication and the reporter, decide the third party that can support the comment from organization, have a good connection with media for a company where we work, prepare the briefing material for publication, reporter, the result that we want for the senior management.

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SOME THINGS HAVEN'T CHANGED

Despite the incredible and rapid evolution in the media landscape, some things haven't changed. The year 1981 will probably seem like ancient history to most of you. Not only was there no World Wide Web or cell phones, but CNN had only just launched the previous year. In 1981, two marketing experts, Al Ries and Jack Trout, published the landmark book Positioning: The Battle for Your Mind. The central idea was that an organization needs to generate a positive share-of-mind by articulating itself in a way that creates awareness, differentiates it, demonstrates its value, and is compelling and authentic. According to Ries, “What’s your brand? If you can’t answer that question about your own brand in two or three words, your brand’s in trouble.”

The goal of working with the media is straightforward: to enhance the awareness and reputation of the business or organization, then manage and/or mitigate negative commentary and perceptions among the audiences important to it. In the past, there were just three major broadcast networks, a large and rich variety of local print newspapers, local broadcast news, and several wire services like the Associated Press. Today the media landscape is a complex ecosystem—websites, cable TV, streaming, social media, podcasts,search engines, and a plethora of other new media outlets, given how easy and cheap it is to publish online.

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MESSAGING

The first step in successfully communicating with the media is preparation. It is critically important to research, understand, and analyze the broad spectrum of media that offer opportunities and potential dangers to your organization. Who do you want to reach? What are the key publications? Who are their reporters and editors? What topics are they covering that are important to your business and industry? Out of this flows your messaging. What is the unique value proposition of your enterprise? You should be able to convey it in no more than five compelling messages that should be the basis of all communications with the media. It is what some call “the elevator speech,” and you should repeat it frequently.

THIRD PARTIES

Good journalists are not going to simply accept what you or your organization say. The City News Service in Chicago produced a number of leading journalists, from the legendary Mike Royko to David Brooks of the New York Times to investigative reporter Seymour Hersh. The bureau had a saying: “If your mother says she loves you, check it out.” Good reporters are going to talk to others for perspective and to vet then credibility of what you are saying. Third parties can be a range of experts, including think tanks, academics, nongovernmental organizations, respected authors on a topic, and thought leaders in a given field.

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THE FRAGMENTATION OF MEDIA AND CONFIRMATION BIAS

We talked earlier about how traditional media has now become a fragmented, complex ecosystem. David Kennedy, a Pulitzer Prize–winning American historian at Stanford University, says that “the fragmentation of the media, as we’ve seen particularly in the explosion of social media …nreduces significantly what used to be the authority and the legitimacy of the so-called mainstream media to report the news in objective ways.” While Kennedy is discussing the trend in terms of American presidential politics, it is true for businesses and organizations as well. Adding to the problem, according to

Kennedy, is what is known as "confirmation bias." We now are able to identify and actually consume only those media that reflect our existing beliefs.

BEGINNING TO COMMUNICATE SUCCESSFULLY WITH THE MEDIA

Vital to successfully communicating with the media is understanding that their job is different from, and sometimes in conflict with, your job. While the business communicator's job is to articulate a positive story about the organization, the reporter's job is to find and write about "news." Journalists also generally do not enter their field to become wealthy. Most believe they have a higher calling as seekers and defenders of truth. It is important to keep this perspective of theirs in mind. That is why it is important to understand the publication, its reporters, and what they have been writing about that relates to your organization. It also is important to gain as much information as you can about the topic in which they are interested for their story, learn their deadline, and find out what they perceive is the "news" regarding your organization.

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MAKING NEWS: SPECIFIC TACTICS

There are many ways to "make news" and gain positive attention for your organization with the media. The best known of these tools is the press release. Not only are press releases important to communicate news aboutyour organization, but they also have legal implications. The Securities and Exchange Commission's Regulation Fair Disclosure (Reg FD) requires publicly held companies to make broadly and simultaneously public any material disclosures—those that could affect an investor's decision about the company. Distributing a press release broadly, generally through one of the commercial electronic distribution companies like BusinessWire or PR News Service, fulfills the Reg FD requirement.There are many other ways to gain positive media attention as well. These include but in no way are limited to: Interviews with senior management, Opinion pieces, or op-eds, in significant publications, where you have complete control of the editorial content, Speeches that can be reprinted and sent to key media and other influencers.

INTELLECTUAL CAPITAL

A word on intellectual capital: proprietary information and thought that an organization develops and owns, and that positions it as a leader in its field on a particular topic, trend, or issue. While not measurable in terms of acompany's business performance per se (it's a so-called intangible), it does demonstrate the superior thinking of an organization in conceiving and executing its strategies. Smart organizations generate significant intellectual capital to achieve positive visibility with the media and other audiences important to it. It can take a number of forms: Cutting-edge research by the organization, and Industry surveys.

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THE COMPANY WEBSITE AND THE MEDIA

The company website is an important information source for journalists. Companies that are effective with the media generally have an easily identifiable tab labeled "News" or "Newsroom." It should contain the following information: Recent press releases, prominently displayed, with past releases in an archive section, A fact sheet about the company, Key executive bios, Recent media coverage as appropriate.

SPOKESPERSONSHIP

For many reporters and editors, dealing with corporate communications and a company's media relations department is a necessary evil. Members of the media tend to view an organization's media relations people as gatekeepers. Reporters and editors prefer to talk to senior management instead. Thus, a key decision for the PR professional involves choosing thespokesperson for an interview or on an issue. Who is the best person in theorganization to address the issue? How comfortable are they with media interviews? Are there any potentially troublesome areas of inquiry? As a rule, the CEO should only be used for major news—to the extent possible, mainly major positive news.

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CONCLUSION

We can all benefit from having a checklist of key principles in dealing with the media and reviewing it from time to time. Our own list follows, using some of our previously discussed tips: Have a robust section for the media on your company website. If the reporter is interviewing senior management, prepare a briefing paper on the publication, the reporter, their most recent stories, and your desired outcome. As part of briefing senior management, identify the three most difficult or concerning questions that could be asked and identify answers in advance. Consider media coaching where appropriate. Talk from the viewpoint of your audience. Focus on their self-interests and use information that will arouse that self-interest. If a reporter asks a question, they generally are entitled to a truthful answer. Then bridge and flag. Tell the truth; don't spin. But don't bare your soul and tell everything you know! Never say "No comment." It is argumentative and looks like you have something to hide. If you cannot answer a question, you should explain why. There are many good reasons: I don't know, but will get you an answer. It is nonpublic information. It involves confidential employee information. It is important competitive information. I don't want to speculate. Protect the record. Correct misinformation as soon as you can. For broadcast, think about pictures to make the story more interesting. Simply having "talking heads" gets boring quickly.

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QUESTIONS FOR DISCUSSION

1. Know why you are doing a media interview. What is your objective? What are the key messages?
2. What is the publication and who is the reporter? Do you know what the reporter has written about recently?
3. Who are the third parties and what is the independent research that can support the organization's comments?
4. Avoid jargon. Talk in headlines. Unless it is a profile or a major story, you will probably only have two or three quotes in thestory. What do you want them to be?

CHAPTER IX

Social Media: Evolving Best Practices for PR Practitioners

The students will be able to advantage media social for public relations planning to introduce ourselves as public relations and the factory or place at where we work. They will be able to use social media as the online platforms that make all people publish and share content at the network. They will be able to identify that the online platform has three characteristics, namey spread out, free, and friendly-use. They will be also able to seize towards the media campaign as a part of public relation job.

Once a novelty and a source of derision, social media has evolved into a required component of most public relations plans. Using social media, PR practitioners can conduct research, assess reactions to campaigns, target niche audiences, engage with customers and consumers, attract media coverage, build reputations, and address crises.

Another consequence of social media is the muddying of the waters between PR and marketing. With both marketing and PR using the same platforms and channels—and even the same accounts—to amplify messages and reach larger audiences, it can be difficult to see where one ends and the other begins. At the very least, social media has elevated the need for PR and marketing to work in concert.

WHAT IS SOCIAL MEDIA?

At its core, social media describes online platforms that enable anybody to publish and share content or engage in networking. Of course, there is more to it than that. It is not unusual to hear some pund its proclaim that social media has been with us since the 1990s. After all, anybody can publish a website. Even before the web appeared, anybody could participate in Usenet newsgroups. Because of these claims, it is important to differentiate between social media and other tools and channels. The key to that distinction is the word "anybody." It is true that anybody can create a website, but it costs money to acquire a hosting account and requires a certain amount of expertise to work in HTML, the coding language of the web. It is equally true that anybody could (and still can) engage in conversations on Usenet. But knowledge of how Usenet works is necessary (and Usenet isn't easy to learn, in addition to being an anachronism to Generation Z).

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Media-Sharing Networks

Media-sharing networks are designed primarily to allow users to share media (such as photos, video, and artwork). YouTube and Instagram are prime examples of such networks, while sharing some characteristics of social networks (such as commenting and sharing). Among the ways communicators can use YouTube, for example, are sharing interviews and creating an ongoing YouTube series. Warby Parker, the eyeglass company, established a dedicated YouTube channel just for customer service. Customers and consumers were able to reach out to customer service through a variety of channels, from email to Twitter. In response to their questions, customer service representatives recorded short videos answering them, then replied with links to the videos. Thus, a single answer to a single question can result in thousands of views of the video. It also puts a real human being in front of the customer (and everybody else who watches the video).

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Discussion Forums (or Newsgroups)

Discussion forums allow people to engage in conversation or seek answers to questions about topics of common interest to participants. Such forums predate social media—Usenet dates back to 1980 and bulletin board systems were introduced even earlier—but have benefited from the rise of social media. There are sites dedicated entirely to discussions, such as Reddit and Quora, and social networks that include discussion forums among their offerings (such as Facebook groups). Discussion forums are ripe for engagement by businesses' representatives. Dell and Cisco Systems both train employee subject matter experts on proper social network behavior, then inform them when an issue has arisen (identified through the companies' sophisticated social media monitoring efforts). Those employees then join the conversation, offering assistance. In one case, a Dell employee determined that the complaints in a newsgroup populated by software developers were legitimate. He explained the situation to the Dell product team, who responded within twenty-fourhours by rectifying the situation. The subject matter expert was able to inform the developers in the forum that action had been taken, elevating Dell's reputation for listening and caring about its customers.

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Bookmarking and Content-Curation Networks

Originally conceived as a way for individuals to save online information for later retrieval, these networks have evolved into places where people can discover, save, share, and discuss a host of different media types, from websites to magazine articles. Examples include Pinterest, Pocket, and Flipboard. Pinterest is the most popular of these, leading many companies—notably retailers—to make it easy for people to "pin" headlines and images from their websites. Pinterest has become a popular site for communicators, where they apply the core of their practice: storytelling, through the use of photos, infographics, and videos. Brand accounts on Pinterest are also home to industry news and media clips, making it easy for others to share them.

NBC's Today show shared a photo of a cake—along with the recipe tomake it—when it achieved the milestone of a hundred thousand Pinterest followers. The social media team behind that decision was well aware that recipes are one of the top categories of content shared on Pinterest. Virtually any content shared on any digital platform can be shared on Pinterest, be they product videos or blog posts. General Electric has amassed more than 22,000 followers for its DIY Science page on Pinterest, where the company shares experiments to try at home.

Blogging and Publishing Networks

Blogger, Tumblr, WordPress, and Medium are among the sites that let people publish multimedia content. As noted earlier, many content management systems that companies use have built-in blogging tools. Blogs provide an outlet for individual creativity. Some bloggers are subject matter experts who share their expertise. Others share political perspectives, write about fashion and food, or simply chronicle their lives (which was the original idea behind blogs, which evolved from online journals—"web logs"). Some social networks also enable publishing, such as articles written on LinkedIn.

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THE BASICS OF SOCIAL MEDIA USE

Regardless of the social media channel you use for PR, there are guidelines to which professionals should adhere.

Brand Voice

A consistent voice is vital when engaging with social media. That voice also should be consistent with the brand voice employed across other, non- social channels. This does not mean that you should not alter your tone based on a variety of factors, such as the channel you are using, the audience you are speaking to, or the situation you are addressing. Rather, your brand voice—which you can also think of as your brand personality— is unchanging.

One approach to establishing your brand voice is to list adjectives that reflect your personality. Narrow the list to four or five; these stand as your personality traits, which should always be present in your messaging. For instance, you might wind up describing your organization's personality as confident, caring, optimistic, extroverted, and casual. Your tone, however, should change depending on the situation. Progressive Insurance provides us with a good example. In 2012,Progressive found itself in the uncomfortable position of defending a driverwho had caused the death of a woman covered by Progressive aut insurance. The victim's brother, a comedian, had tweeted, "My Sister Paid @Progressive Insurance to Defend Her Killer in Court." Progressive tweeted its response (poorly), but to make matters worse, the company sentthe tweets through its main Twitter account, which used an image of its advertising mascot, Flo. As one publication said, "It doesn't help that Progressive mascot Flo's smiling face is next to each copy-pasted tweet." The company finally got wise and temporarily changed its avatar to its logo. (It is worth noting that Progressive also deleted all of its

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tweeted responses in a failed effort to erase the history of the incident; users were savage in their response.)

The use of social media in a crisis has become a requirement for several reasons: Social media is increasingly where people go for news and information. During a crisis, online social interaction centers around the "emergency period" of an event, according to a study from the University of Colorado at Boulder. Social media enables organizations to update information instantly. This information can be crafted for both the media and the public. When a mass shooting occurred at Fort Hood in Texas, Scott & White, the local hospital chain, was able to notify the public instantly via Twitter that blood donations would be halted at a certain hour; the media used this information to pass the information along via traditional channels. Because social media is by nature authentic and human rather than corporate sounding, organizations can show empathy and compassion by employing a human voice.

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SOCIAL MEDIA AND MEDIA RELATIONS

Media relations has undergone a seismic change thanks to social media. Some of the key considerations include the following: Twitter—Despite active user numbers that are far below those of other social media platforms—Twitter doesn't even rank in the top ten, with only about 350 million users, putting it in seventeenth place (number-one Facebook, by contrast, has 2.7 billion)—Twitter has emerged as the dominant channel for journalists and government leaders. One tactic media relations practitioners can employ is to identify the journalists who report on their company's or client's business (use a service such as Muck Rack to find them and their Twitter accounts) and follow them. Be responsive when they ask questions and share useful information in order to build a relationship, which will make it easier to pitch them when you have a story to send their way.

Brand journalism—This term describes articles an organization produces about itself, employing journalistic standards to the reporting. Brand journalism is not meant to replace public journalism (after all, what company is going to investigate its own wrongdoing?). But applying this owned media can (among otherthings) provide journalists with research material. It is not unusual for articles produced in house to result in external media coverage. Influencers—As the number of journalists and media outlets declines—particularly in the newspaper world—they are being supplanted by website editors, bloggers, and other influencers, providing a new target for pitches. When the Encyclopedia Britannica introduced a service that allowed bloggers to link to its articles without requiring them to become paying subscribers, the company got the word out by reaching influencers in niche communities such as academia, journalism, and library sciences—professionals who had reason to avoid relying on the crowdsourced Wikipedia for encyclopedic information.

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SOCIAL MEDIA AND BRAND JOURNALISM/ CONTENT MARKETING

According to the Content Marketing Institute, content marketing is “a strategic marketing approach focused on creating and distributing valuable, relevant and consistent content to attract and retain a clearly defined audience—and, ultimately, to drive profitable customer action.” While content marketing appears to fall in marketing’s jurisdiction rather than PR’s, the creation of content can serve PR as well as marketing. (Brand journalism, addressed earlier in this chapter, is one type of content marketing.).

CONCLUSION

Once a novelty and a target of derision, social media has evolved into a required component of most public relations plans. Whatare the risks of ignoring social media? If they’re not talking about you on social media, you don’t exist. Social media describes online platforms that enable anybody to publish and share content or engage in networking. These platforms have three key characteristics: they are shared, free, and easy to use. Social media began with blogs but now comprises a large universe: social networks, media-sharing networks, discussion forums (or newsgroups), bookmarking and content-curation networks, consumer review networks, blogging and publishing networks, and niche networks. Active social media channels can allow companies to address situations quickly, especially crises. The basics of good media relations apply to social media as well. Your “brand voice” needs to be consistent and authentic. Social

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media is two-way—a conversation that connects you directly with people you want to reach, helping build relationships. Photos and videos are a key part of the conversation. Consider auditing your communications teams to determine what social media competencies are in place, and which need to be created or obtained. Social media can and must augment, and be integrated into, the traditional work of public relations practitioners. As with any PR activity, measurement must be part of any social media campaign.

QUESTIONS FOR DISCUSSION

1. What is the effect for public relations and marketing when they use the same platforms and channels?
2. Supposed you are as public relations of University of Trunojoyo Madura who must do your duty to reach the audiences by promoting the campus to users, what are media sharing networks you will use for such objective and give the reason why?
3. Supposed you are as the public relations of English Study Program of University of Trunojoyo Madura, practice your duty by creating a content to one of media sharing networks to promote the program to the users of the program.
4. Supposed you are public relations professional, how do you use one of guidelines to help you to do your job?
5. When is content marketing different and similar to public relations?

CHAPTER X

Internal Communications: Enduring Themes Focusing on Company Priorities

The students will be able to show leadership, communication, strategy and execute towards five real world situation, namely facing pandemic, biggest selling asset, creative disruption, dramatic cultural changing, and critic acceptance. They will be also able to show attitude of calm, no panic, ability to control in the control room, ensure others towards whatever they have already conducted.

My favorite definition of “internal communications” is that it is our story. As an organization, who are we, what are we trying to do, and why? Whether we are a team of five or five hundred thousand, these questions are silently omnipresent, waiting to be addressed. How successful we are in communicating this to our team members will have an enormous impact on our ability to recruit, motivate, and retain a talented workforce, and to achieve our strategic goals so we can compete successfully in the marketplace. If the team isn't working toward common business goals, they will never achieve them.

MISSION, VISION, AND VALUES

What's our story? CEOs usually have a clear idea of their company's mission, but articulating it is another matter, and expecting employees to absorb it without effort is magical thinking. For the team to embrace and act on top-down messaging, they need to share a common understanding of the company's mission. An internal communication program needs to build upon a widely shared and understood series of interrelated statements that describe Mission, Vision, and Values.Mission: A short definition of the company, its objectives, and its approach to reaching those objectives. This should define what the enterprise is—its reason for being.

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Vision: An aspirational statement about the desired future state of the company. Values: A list of core values that remain steadfast despite external change or challenges. This is what your company stands for. Values are what makes the mission enduring. Companies may also communicate their "Unique Value Proposition." This is used especially in a marketing context and spells out what is special about a brand or business. So, "mission" explains what we're here to do, and "vision" is what we expect to achieve. What guides our behavior as we're going about getting all this done? This is where "values" come in.

Many organizations publish a set of values, and these, too, can sound formulaic, contrived, self-congratulatory, or even ironic. To avoid these pitfalls, the values must mean something important to the company. Terex Corporation created six "Terex Way values" to guide the way leaders and team members conduct themselves: Respect, Integrity, Improvement, Courage, Citizenship, and Servant Leadership. These values reflect the needs of an organization that is diverse in geography, industries, and types or levels of jobs, as well as the nationality and ethnicity of team members.

The words were chosen to reflect the common attributes that Terex team members need to embrace. The team hears about the Terex Way values constantly, from the initial job interview and throughout their tenure. The concepts are referenced in company literature and articles on the intranet. They are cited when team members win an award and discussed during performance reviews. The linkage is so present and obvious that the values are more than mere words, but rather guideposts to live by.

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STRATEGY

An organization's communication strategy should support the overall strategy of the enterprise. It must not simply react to events or demands— that results in "noise" and doesn't drive directed action. All communications should be strategic and fit for purpose. Everything you communicate should advance the values, initiatives, and goals of the organization. Great internal communication supports an organization's goals and delivers through planning. It starts at the top (board of directors, CEO) and aligns with mission, vision, and values. Typically, a communications strategy focuses on elements such as these: 1. Long-term operating plan, 2. Annual operating plan, 3. Business strategic plans. For an internal communication program, strategy is the bridge that guidesyou from concept to execution. Next we will look at how to put plans into action.

When Garrison became Terex CEO in 2015, he announced that his top priority was to create a “Zero Harm” safety culture in the workplace. This would be achieved through methodical tracking of safety metrics and steady communications across all channels, including stand-up meetings, digital screens, posters, the intranet, email, and awards programs. Team members are encouraged to spot hazards and report them, and to “pause the job” (halt manufacturing) if necessary. “We start every monthly review, every Board meeting—every gathering of any kind—with a discussion of safety and environment performance. With consistency and repetition, after five years we’re starting to deliver better-than-industry norms overall in safety performance. We’re still not at Zero Harm yet, so we cannot stop communicating,” Garrison said.

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IMPLEMENTATION

Steps to implement a successful internal communications program include:

- Identify your audiences, program owners, and clients
- Set realistic goals and timelines.

- Establish a process for approving communications.
- Build the team.
- Apply or develop the channels you'll need (*see next section*).
- Set cadence for key communications.
- Agree on the process and metrics for tracking performance.

From a practical standpoint, you will need to understand who ultimately "owns" internal communication. It may be the CEO, HR, or in some cases marketing or investor relations. Or, you may be part of a larger communications organization that includes public relations, government relations, and so forth. Identify your top stakeholders in the company— think of them as core clients. These would likely include business and functional leaders. Another key department is information technology, given that so many of your channels and tools will be technology based. Your plan should be built to serve these owners and stakeholders.

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I place a high premium on establishing an alliance with HR, because their interest and yours coincide most closely. Amy George, SVP and chief HR officer (CHRO) at Terex, said a strong internal communication partner can be of tremendous value to HR, helping them to explain new or changed policies and processes and to build understanding around strategic direction. "A large part of an HR leader's job is to help manage organizational change," George said. "That cannot be done without strong internal communications. If you think about classic change management, some of the key steps are explaining the 'why,' sharing the vision, mobilizing commitment, making change last, and monitoring progress. Each one of these steps requires clear communication to be successful."

Internal communication is like marketing, but your product is ideas— which, if embraced by your audience, can support engagement, morale, productivity, and loyalty. It is imperative to identify your internal targets, starting with the basics like head count, locations, departments, and demographics. In addition to an overall strategy, your plan will ultimately include strategic goals for individual segments within your internal population.

"Every communication must link back to the plan or it's not valuable," said Mark Nowlan, retired Microsoft executive and my colleague at PR Newswire in the 1990s. "In your executive's voice, you need a succinct problem statement linked explicitly to the strategic plan, a clear expectation for action, and specific deliverables. This is key to engagement and getting results, whether via one-to-one in person, a talk at an all-hands meeting, or in a written message."

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Positioning yourself as a trusted advisor is the key to being taken seriously in communication. You want to be known for impact. You want to *provide* impact. Never fall into the trap of being exclusively an order taker. It is tempting to say "yes" to all requests, but you need to be a strategic player who drives a mission-critical agenda, not simply as a means for getting the story out to the team.

CHANNEL

A channel is any means of reaching your target audience with your message. If you are taking over a legacy program, you may start by using the channels that are functioning well and build from there. You can use online analytics or team member surveys to get a sense of what is working best.

A well-presented intranet is a terrific communications tool. I place a value on providing team members with information in a straightforward manner, with clarity and accuracy. This is a good way to get onto the team's desktops or smartphones with articles, photos, and streamed video, much as team members are accustomed to finding at online news sites. Recently, I have used Bonzai and Microsoft Share-Point Online as intranet platforms.

You can host virtual team meetings using online collaboration tools. You also can email certain announcements and make use of streamed video and multimedia news packages. Other channels include videoconferencing, podcasts, digital signage, kiosks, and recognition and reward platforms. More traditional channels like posters and print newsletters can still play roles. Small-team meetings are an effective channel because team members place a lot of trust in their immediate supervisor. This means you need to keep line managers informed and supplied with communications tools. Everything the team sees during their day is a touch-point. I like to use multiple channels because everyone has different preferences in how they consume information.

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Much of your communication will originate from senior leaders. However, not all communication is top down. Team members may give you feedback or share information among themselves. Viewpoints or consensus can be built holistically, through interaction. Companies used to fear this kind of crosstalk. Today, we look at it as another channel opportunity. This can include online team video collaboration—I use BlueJeans by Verizon and Microsoft Teams—and various types of internal web chats, webcasts, forums, and chat. Microsoft Teams, as well as Slack and Yammer, enable team members to converse among themselves—think of it as corporate social media. There are also countless employee communication apps available that you can discover by searching online.

Companies chart the progress of their communications and team member engagement through surveys, ranging from on-the-spot questionnaires (through platforms like SurveyGizmo and SurveyMonkey) to professionally conducted surveys seeking detailed feedback from the entire organization. For Genie, reaching shop-floor personnel includes posters in common areas, tabletop informational displays, and a cloud-based digital signage solution that delivers a mix of local and corporate content. Managers are asked to cascade updates to their teams during team meetings. To make sure a consistent message is delivered, Sutton provides supervisors with high- level bullet points.

Another way to reach team members is through corporate social responsibility (CSR), which comprises a company's giving

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program and team member volunteering. Over the years, I have been able to weave together programs at generate engagement by enabling team members to volunteer and do something together for the community. This becomes even more effective if linked to Diversity, Equity, and Inclusion initiatives to empower nonmajority teams within the population. At GE Capital, working under Eleanor Mascheroni, Managing Director of Communications, we had an annual budget of $6 million in CSR donations that was focused on driving and supporting team member engagement. “Employee communications, when based on truth and authenticity and reality, is even more meaningful when associated with community relations activities that matter to employees,” said Mascheroni, today a C-suite strategic communications advisor and board director. “To be recognized for things outside the organization makes the internal environment richer.”

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Susan Fraysse Russ, who led internal communication and the company foundation at Reader's Digest Association, has developed CSR linkage to a fine art. “When workplace volunteer programs were first introduced, there was a misconception that if you offer employees the opportunity to volunteer, they will choose that over doing their jobs,” Russ said. “Instead, it was shown that employees who volunteer are *more* productive overall—a spin on the adage, ‘if you want something done, ask a busy person.' And it was proven that employees who volunteer are more engaged in the company's mission overall. The goal of employee communications is to have an informed, engaged, and productive workforce—so it makes perfect sense to align the two functions. Hold a town hall meeting and follow it with a Day of Caring; end your executive retreat with an activity at the local family shelter; or incorporate service projects into your leadership off-site." Employing the right channel for the audience and task at hand leads to powerful results.

LEADERSHIP

A successful internal communication program is built around enduring themes and focuses on company priorities. Employees want to hear from you, as they yearn for a compelling purpose to rally around. The work relationship is intimate and, for most people, high on their importance list. "We spend most of our waking hours at our jobs, so our work is one of our absolute primary relationships in life," said Tom Warters, a senior HR leader at The Hartford and formerly with GE Capital. "When you consider it, the economic well-being of our loved ones is attached to that relationship. It is *anything* but casual. Communications is how you build trust, whether it is one-on-one, or through the intranet. Your success will depend on the degree to which those things feel legitimate, honest, candid, and trusted—can I rely on what I see and am being told? Does the message align with what I'm experiencing? All of this is essential."

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Team members want to be part of something important, and they look to leaders for inspiration and guidance. Most people who rise to the top of organizations are skilled practitioners of written, video, and in-person communications. Some make it a high priority. John Garrison, CEO of Terex, for example, is a natural communicator. He issues a team member blog every Monday, fifty-two times a year, and if he visits a manufacturing plant, you may find him 180 feet in the air on a piece of equipment, shooting a selfie video on his iPhone to stream to team members. But not all CEOs are that comfortable with communications. It's up to you to make sure you're around their leadership table, or at least on their calendar, so you can help them leverage their skills and inclinations.

Each one of them likely has a communications superpower—you just need to find out what that is!

When GE Capital was selling off assets in 2015, new treasurer Dan Janki was in planning meetings around the clock. HR articulated a growing need for top-down messaging, and Janki mentioned that he would like to do a hallway “stand-up” meeting—but he wanted no fuss or preparation. “Just put up a sign where I should appear and a time, and I'll be there,” he told me. I had trepidation, as normally we would prepare. I posted a sign and stacked up some boxed lunches. People were curious and gathered at the appointed time. Janki bounded down the hall and aced his one-hour talk, to the minute. He was riveting. Having discovered that impromptu remarks were Janki's communications superpower, HR and I planned more on-the- fly sessions until everyone on the team had been reached.

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At PR Newswire, the late John Williams was key to building a fiercely customer-centric company. I never saw him read from a script, but his talks to the staff were vivid and from the heart. He would shout. He would implore. He would amuse. And he always inspired. His superpower was raw charisma. Similarly, at UPI, I saw CEO Luis Nogales use personal charisma when there literally was nothing but depressing financial news to share with the team during Chapter 11 proceedings. On the darkest days, he would walk through the office, pausing to talk to team members, keeping his shoulders up, using body language to suggest, “Let's keep fighting; let's keep our dignity.”

At The New York Times Company in the mid-1990s, James Cutie led a new division formed to build digital businesses and marketing partnerships. His brief was to achieve proof of concept for new media and brand extensions, and to make money for the company. The goal was to do this quickly and quietly in an organization still very much devoted to print. His superpower was communicating in a cerebral, *Times*-like way. Couriers delivered weekly newsletters by hand to each team member, and the package was a gray envelope marked in black letters, “Top Secret.” Who wouldn't open that? The mechanism was a bit of a wink, and everyone felt part of something important.

CONCLUSION

A communicator is a business executive who specializes in the tools he uses to achieve results. He must be every bit the expert in the business, as is his client, or he won’t be recognized

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as a trusted advisor and member of the Leadership Team. Executive communication pros help leaders spot the boulders on the path and move them out of the way— competitive threats, political issues, skill and resource gaps. When communicating with the executive, you'll always have a seat at the table if you articulate how your actions are helping to drive success.

A final word on leadership, and this is important: As your organization's internal communicator, you need to be a keeper of the flame of integrity. You are accountable to your boss, your CEO, your CHRO, but also to all the other stakeholders, including your team members. Treat them with respect, which means providing timely and understandable information that they need and can use. You are a conduit, a spokesperson, a news director, and a press secretary. Never be just an order taker, or a propagandist, spin doctor, or censor. Establish yourself as the company's best source for accurate, reliable information. Maintain a reputation for results and credibility, and you will have the best chance of succeeding.

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QUESTIONS FOR DISCUSSION

Whether your company has a major initiative or a crisis, its internal communication leadership, strategy, and execution must be flawless. As a closing of this chapter, the next are five real-world case studies.

1. When the COVID-19 pandemic struck in 2020, Terex faced the challenge of keeping team members safe in factories across the world—including coronavirus hot spots like China, Italy, Germany, the United States, and the United Kingdom. The company kept a steady flow of information to empower the teams to stay safe. “With locations all over the world, we were continually confronted with new situations,” said CHRO Amy George. “Communication was key to letting people know what our standard global safety protocols were and what was expected of them. Initially our communications were geared around the safety protocols required for how to return to work safely. But they quickly evolved into tips and best practices designed to keep team members safe no matter where they were. This was important because contact tracing was indicating that most COVID-19 cases were contracted via community spread. We varied our communications as much as possible to keep our team members involved. An example was inviting team members to send in videos of their children demonstrating safety protocols. These proved to be both entertaining and informative.”

How is the country in the world, namely China, Italy, Germany fighting a pandemic in 2020 as the country must communicate their safety protocols?

2. When Eleanor Mascheroni was hired by GE Capital to take over Communications in early 2015, she had no idea that within weeks the parent GE would decide to sell most of GE Capital's assets—about $400 billion—and offboard 95 percent of the global staff of 37,500. She inherited a small staff and hit the floor running. The company was determined to treat employees with candor and respect, and to tell them everything that was going to happen. Within two years, the mission was accomplished with almost no disruption. Mascheroni cites highly credible virtual town halls held by GE Capital CEO Keith Sherin, and top-level professional work by her team. "GE was beyond brilliant in addressing the issues right up front, so employees knew they would be fairly treated. It created a foundation of trust. We made the decision early on to take all Q&A, no matter how difficult. We were able to articulate every possible scenario for them—stay, stay for a while and leave, leave with an asset purchaser, or leave immediately. We used every channel: video, microsite, town halls, stand-ups, and emails." One HR colleague gave the program perhaps the best possible compliment: everyone could tell that they were hearing the real story, not one of several competing narratives

How does the CEO of GE Capital face a pandemic so that no disruption for almost two years?

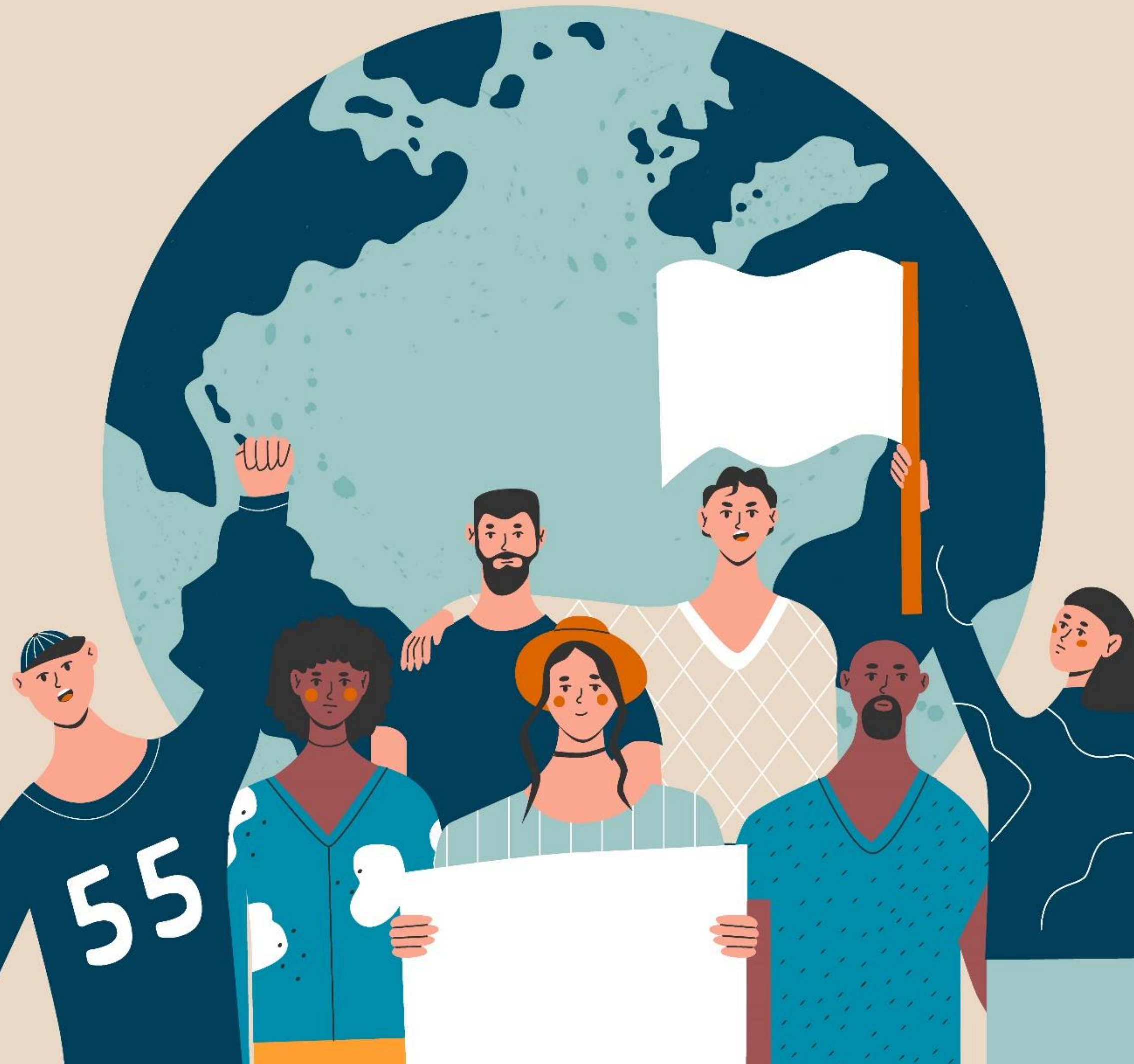
3. The next is the study case in Genie factory

   Just before Halloween, Genie communicator Jennifer Sutton was concerned that team members in the manufacturing facilities in Washington State might not have been aware of important changes to the healthcare Open Enrollment process, given that most are not on the intranet or company email. “They do not all arrive at work at the same time, do not have common meetings, and aren't able to schedule time during the workday to attend virtual or in-person Q&A sessions,” Sutton said. “The only commonality is that, in each factory, there is a shared break room. This provided the basis for a disruptive communications tactic designed to raise awareness and keep Open Enrollment top-of-mind for these employees,” she said. The solution: Sutton and colleagues from HR went into the lunchroom dressed in benefits-themed Halloween costumes, including “Nightmare on Benefits Street” (someone who forgot to enroll). The team reverse-trick-or-treated, going around to lunch tables to distribute candy and a handout about the critical need to participate in Open Enrollment.

   How does Sutton as the public relations specialist of Genie factory create her strategy as she finds the changing of healthcare Open Enrollment process to show her strategy of creative disruption?

4. The next is the study case in Reader's Digest Association From 2007 to 2009, the Reader's Digest Association underwent a lightning-fast and all- encompassing global culture change program. The senior team identified four values or attributes that were critical to success— Fast, Accountable, Candid, and Engaged. This became "The FACE Plan," which integrated initiatives around cost reductions, culture change, and growth. Our communications team was charged with making sure every team member understood and got on board with the plan. You could not visit the intranet, walk down the hall, or even look at what was written on the side of your pen (or on your hat or T-shirt) without seeing "The FACE Plan." The attributes were discussed during performance reviews, and the entire employee population was invited to grade leaders on how well they demonstrated the values. This was an example of total blanketing of channels and program integration. The FACE Plan succeeded in changing the fundamentals of the culture.

   How does the Face Plan mean for Reader's Digest Association on the dramatic cultural change?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CHAPTER XI

CRISIS COMMUNICATION: Not If but When

The students will be able to show to the public about our organization commitment and voice the problems related to the environment, social, and government initiation of those problems and meet the public needs.

Crises come in all shapes and sizes, but generally share several attributes:

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- They are unexpected.
- They have a strong emotional resonance with a company's key stakeholders, the media, and the public.
- They evolve in unpredictable ways.
- Events seem to outstrip an organization's ability to deal with them.
- They call into serious question the competence and quality of a company's governance and management. For example,

Dennis Muilenburg is no longer CEO of Boeing following the 737 MAX disasters.

- They pose extreme, even existential risk to an enterprise.
- They require an outsized and extreme level of communication.

As the late management guru Peter Drucker noted, “Turbulence—for those who still remember a little mathematics—is characterized by unpredictability. It is certain that the unpredictable will happen; but it is impossible to predict where, when or how.” So it is with crises. While no organization can avoid turbulence at some point, it can keep its seat belt fastened and be prepared.

In this chapter you will learn not only how to be prepared, but strategies and tactics for when a crisis actually occurs.

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BEING PREPARED

The Team

The first step is to establish a core team that can manage crises effectively right when they occur. The team should include:

- The CEO and/or COO.
- Legal counsel.
- Public/media relations.Depending on the nature of the crisis, the team should be expanded to include appropriate senior executives. They could include the following leaders and department heads:

- Marketing and sales
- Government relations
- Human resources/employee relations
- Investor relations/the CFO
- International
- Supply chain
- Plant manager

However, it should not be too large. More than ten people is too large. Identify and notify the core members of the team, and hold a meeting before any crisis occurs. A word about legal counsel. Counsel can be expected to ably assess the legal risk of the crisis and suggest specific actions to address it. Almost inevitably, the plaintiffs' bar will file lawsuits for millions and even billions of dollars in damages on issues ranging from company products being linked to cancer to violations of securities laws over the nature and timing of disclosure of the issue.

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You must realize, too, that there is also what could be called "brand risk" involving a range of organization stakeholders that can be extremely important to the overall strategy. For instance, corporate boycotts over specific company policies, while generally not that successful by themselves, can and do generate significant negative media and public attention that leads to change.

Taking Inventory

Before a crisis hits, the first task for the core team is to take inventory of the type of crises that have occurred in the organization's past and that might occur in the future, given its business. For instance, for an oil company it could be a major oil spill, such as the Exxon Valdez tanker off the coast of Alaska or the Deepwater Horizon oil platform explosion in the Gulf of Mexico, causing severe environmental damage and, in the latter case, deaths. For a food company, it could be contamination of its products, either with a foreign substance or a pathogen such as E. coli, necessitating a massive product recall. Perrier's market leadership in mineral water in the US was decimated when trace amounts of benzene, a carcinogen in significant quantities, was found in some of their bottled water. For a clothing company, it could be a major human rights organization exposing dangerous working conditions or child labor in a developing country. More than a thousand workers perished when a Bangladesh factory producing Nike products collapsed.

Organization and Logistics

As noted, the crisis team needs to have a logistics plan in place for communications—and for everyone to understand it. This should have a number of pieces, including but not limited to:

- The website. There should be at least a page of the latest information on the issue, the company's position, and the ability to send feedback to the company.

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- Related to the website, ensure that appropriate security systems have been established to assure nefarious actors aren't able to hack into and alter a company's website or access internal emails.
- How should incoming calls from different audiences be routed?
- Who is in charge of coordinating the various intelligence and feedback for senior management and the board?
- What internal and external resources are available and may need to be brought to bear? There are many more.

WHEN A CRISIS OCCURS

Messaging

While messaging ultimately will depend on the specific situation, the goal should be to assure all affected that the problem is being fixed aggressively and that the company is, as mentioned, responding honestly and transparently, acting in the public interest, and showing empathy for those affected. It also is a generally accepted rule that the best messaging has a strong emotional component versus simply a logical and rational argument. In addition, while facts certainly need to be marshaled to support the company's messages, generally the media will only use two or three quotes from the company, so the message needs to be concise and to the point.

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Here are some additional tips for messaging success:

- Talk from the viewpoint of your audience and to their self-interest.
- Demonstrate concern.
- Avoid euphemisms and jargon. A strike is a strike, not a work stoppage, and an explosion is not an incident.
- Don’t speculate.
- Don’t be defensive.
- Do articulate the company’s positive response to the issue.
- Talk in headlines.
- Protect the record. Mistakes happen. If you make a mistake, correct it.
- If the media gets something wrong, talk to the reporter and correct it.
- Tell the truth, even if it hurts.
- Don’t say “No comment.” Reporters generally are entitled to answers to their questions unless there is a reason not to answer them, in which case the reason should be stated to the reporter—personnel information, proprietary competitive information, and the like.
- Don’t repeat negative or inflammatory words used by the reporter. They could wind up as part of your quote—“I don’t beat my wife.”

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Responding Appropriately

One of the most important and difficult tasks of crisis communication is deciding how to respond in a way that appropriately reflects the seriousness of the situation. How aggressively and widely should you respond? It depends. For instance, should the company simply issue a strong statement, or instead make a spokesperson available or communicate even more proactively and aggressively? The nature of the response is critical, in that you need to address the situation responsibly, but you don't want to pour gasoline on the fire by making the issue larger than it is. Although this often does not succeed, your goal, while demonstrating you are addressing the problem, should be to make the situation a one- or two-day story. The good news, if there is any, is that the rapidity of today's news cycles means that other major stories may quickly replace yours!

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THE POWER OF THE INTERNET AND SOCIAL MEDIA

The development of the internet has made news and information widespread almost immediately upon becoming available. There are now some 14 billion cell phones operating in the world, with the number expected to climb to almost 18 billion by 2024. Thanks to cell phones, incidents can be documented not only instantly but visually. Consider the case of Domino's Pizza. On Easter Sunday in 2009, the company learned that two employees in Conover, North Carolina, had posted videos on YouTube that showed one of them sticking cheese up his nose and then putting it on a sandwich that was to be delivered to a customer. His colleague filmed him partaking in other unsanitary acts with the food and uploaded those videos to YouTube as well. The videos immediately went viral, with “Domino’s” as a search word surpassing professional media celebrity Paris Hilton for the first time ever. The videos were actually a hoax, but few seemed to care. In addition, like the COVID- 19 virus, the story not only spread widely and quickly, but evolved and mutated rapidly.

SOCIAL MEDIA, FAKE NEWS, AND DISINFORMATION

One of the most difficult aspects of communications in a crisis today is the ability of social media to instantly disseminate not just information but misinformation, conspiracy theories, and hatred. As this book went to press, there was a major ongoing debate over online platforms, their power, and their responsibility for misinformation, false conspiracy theories, and hate groups communicating on the sites. Social media platforms are trying to address the problem. For instance, Facebook and Twitter both banned conspiracy theories of the group QA non as well as former president Donald Trump for spreading disinformation and inciting the January 6, 2021, attack on the Capitol.

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However, the volume of communication on social media platforms makes policing disinformation challenging. There are 500 million tweets per day, or about 6,000 per second. More than 3.21 billion people actively use Facebook, Instagram, WhatsApp, or Messenger each month, and 1.82 billion people log on to Facebook daily. Algorithms can help but obviously not completely solve the problem.

Debates are also ongoing over the almost monopolistic power of Facebook and Twitter, along with Google's YouTube, and whether the platforms have gone too far in controlling public discourse. Should private companies have so much control over public debate and comment on social media, and to what extent should they curate and moderate content to control hate and misinformation? It is a tension that will continue well into the future. Given these issues, how should companies respond to social media comments in a crisis? Obviously they need to monitor for comments and especially misinformation that needs to be corrected. However, Domino's McIntyre noted that "you might not need the fire hose to put out the candle, but in the social media realm, you might want to have the garden hose handy."

USING THIRD PARTIES

Every major poll since the 2020s began has shown a significant decline in trust for institutions, including companies. Internationally renowned political scientist and management scholar and chancellor of Vanderbilt University Daniel Diermeier noted, "In general, people are more likely to attend to negative information than to positive information … even when they are faced with contradictory and incomplete evidence." That is where third parties can help create credibility around a specific situation. Third parties can include scientists, academics, think tanks, opinion leaders, and subject experts on an issue. Who are the leading experts in your industry? What is your relationship with them? How well can they be counted on? If outside experts aren't

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commenting on your behalf, you can be sure they'll be talking to the media in a crisis.

Once again, a word of caution. The best outside scientific expertise in the world doesn't always win the day. Here is just one example in which there was strong third-party scientific evidence that in the end didn't change behavior. Despite every reputable scientist and medical expert stating that wearing a mask could quickly control the COVID-19 pandemic, many people refused to wear them, seeing them as an infringement on their freedoms, and some even believed the pandemic was a "hoax." This despite the fact that tens of millions of Americans were infected over the course of the pandemic, and hundreds of thousands died.

OUTSIDE INVESTIGATIONS

Another third-party strategy is the independent, impartial investigation; for example, corporate boards of directors hiring outside law firms or other consultants. The objective is to demonstrate the company's commitment to truth and transparency, get to the bottom of the issue, and make recommendations for any changes necessary to protect and assure the public going forward. For instance, companies have launched these types of independent investigations with outside law firms to investigate claims of sexual misconduct by senior executives. After external lawyers investigated CBS head Leslie Moonves, they found he had engaged in multiple acts of serious, nonconsensual sexual misconduct. He was forced out, then sued by the board for misleading investigators.

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Outside lawyers were also brought in to investigate sexual misconduct claims against McDonald's CEO Steve Easterbrook. The lawyers examined Easterbrook's company-issued iPhone 10 and his iCloud account, but did not find evidence of additional misconduct beyond one consensual relationship. But when further allegations emerged, and Easterbrook's emails and communications on McDonald's servers were examined, additional evidence of misconduct was found. In a broader investigation, McDonald's said lawyers ultimately found "dozens of nude, partially nude, or sexually explicit photographs and videos of various women, including photographs of … company employees, that Easterbrook had sent as attachments to messages from his company email account to his personal email account."

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A WORD ABOUT SCIENCE—AND CUTTING YOUR LOSSES

As the COVID-19 mask example shows, science can be one of the trickiest aspects of managing a crisis. For example, Bayer's Monsanto faced lawsuits from more than forty thousand plaintiffs alleging its weed killer Roundup caused non-Hodgkin's lymphoma, a cancer of the lymph glands. Thecompany paid $10 billion to settle the lawsuits, despite strong scientific evidence to the contrary. Johnson & Johnson faced more than twenty thousand lawsuits over its talc baby powder. There was one $4.7 billion verdict; while a judge reduced it to $2.1 billion, the company was forced to discontinue the popular product. Once again, there was strong scientific evidence that the product was safe.

These examples raise a point that unfortunately needs to be considered in most crises: business, like life, can be unfair. Companies, despite being on the right side of an issue and doing the right thing, sometimes continue to sustain harm. This is particularly true at for-profit companies, which many instinctively distrust. While you may believe you work for a great company, others do not. Your firm may have to decide at some point to put an end to the issue for the sake of the future—not just its own, but also those of its employees, customers, shareholders, and other stakeholders. In such situations, the communications, whether regarding a legal settlement or discontinuing a product, will need to be handled carefully to position the decision in the right way and put the issue behind them without arousing fresh debate.

CONCLUSION

1. Some final words, hopefully of wisdom. Don't panic. Remain calm. Fred Friendly was the producer for the legendary newsman Edward R. Murrow, and later president of CBS News. Referring to a television studio, we recall a quote of his: "You need to keep yourself under control in the control room. There's plenty of built- in tension, and you want others to believe you know what the hell you're doing." Likewise, you want to look like you are in control of events, not the other way around. Whatever the crisis, "This, too, shall pass!"

2. Rome was not built in a day, and neither is image. However, crises can quickly destroy it. In fining Boeing $2.5 billion over 737 MAX safety issues, the US Justice Department said: "Boeing's employees chose the path of profit over candor by concealing material information from the FAA concerning the operation of its 737 MAX airplane and engaging in an effort to cover up their deception. This resolution holds Boeing accountable for its employees' criminal misconduct, addresses the financial impact to Boeing's airline customers, and hopefully provides some measure of compensation to the crash-victims' families and beneficiaries."
3. Before a crisis occurs, what is your organization doing to demonstrate its commitment to the public good, such as positive Environmental, Social, and Governance initiatives? What are the issues your CEO is articulating that will have positive resonance with the public? Do you have a culture of honesty and transparency?
4. Get all the bad information out as quickly as possible. It's not going away on its own, and later can come back to haunt you.
5. When the crisis has passed, do an assessment of what you learned, did well, and did poorly. A famous example of this is the US Army's major study A Study of Strategic Lessons Learned inVietnam, which is now part of the curriculum at the US Army War College.
6. We leave our final words to Domino's McIntyre: "Somebody equated Domino's in the first 24 hours to a grocery store that

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had 30 aisles—and there was a spill in aisle five. They didn't need to mop the whole floor because there was a spill in aisle five. I loved that analogy. "What was happening, though, is that as we were cleaning up the spill in aisle five, it was leaking to aisles six and seven and four and three. So if anything like this were to happen again and there was a spill in aisle five, I would rope off two aisles to the right and two aisles to the left, and that would be our audience. That would include responding on our Web site a little bit faster, hitting the Twitter community a little bit faster and talking to senior leadership a little bit faster."

7. Good luck with your crisis.

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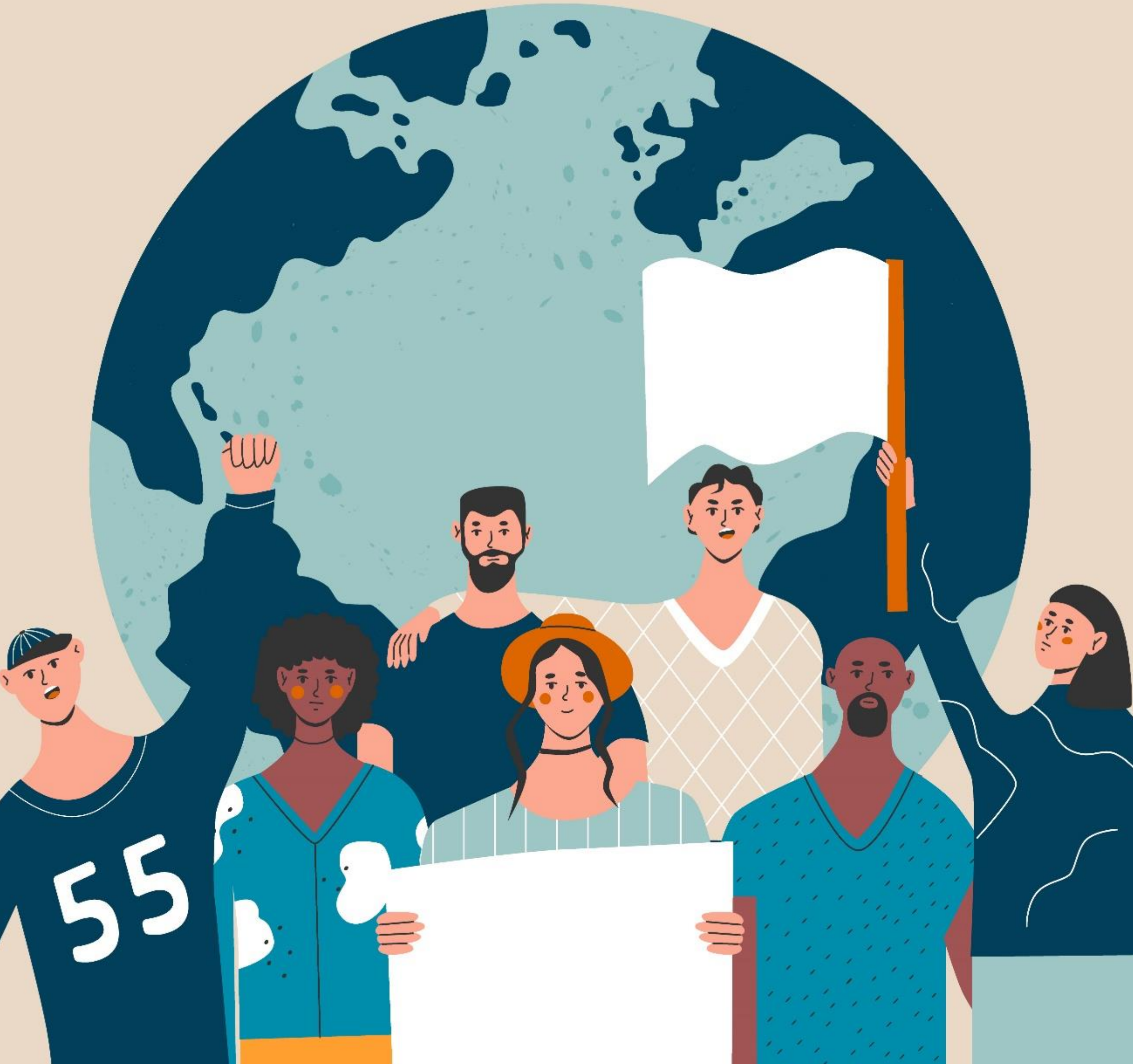
QUESTIONS FOR DISCUSSION

1. What are attributes embedded in crisis communication in all shapes and sizes and eaborate them simply.
2. Supposed you are public relations specialists, elaborate the strategy and tactics to face a crisis communication occured.
3. Practice the way to be public relations specialits who must consider messaging, responding approriately when crisis communication occured.
4. Suppose you are as public relations of office or institution, how do you elaborate the power of internet and social media that can be the reason for crisis communication occured ?
5. How come that fake news and disinformation that create a crisis communication occured from social media and what is the usage of control it?
6. How can the third party solve a significant decline in trust for institution as the reult of polling in 2020?
7. Elaborate the use of outside investigations for showing the company's commitment to truth and tranparency.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CHAPTER XII

COMMUNICATIONS FOR PRIVATE FAMILIES

The students will be able to apply certain rules to pass several process, namely always apply fundamental communication (listen, open, authentic, and patience), understand family history and culture, and able to do internal and external communication among family.

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While we all deserve privacy, the term "private families" has another meaning: those possessing great fortunes and significant influence. What kind of fortunes are we talking about? Generally speaking, these families are believed to control more than 50 percent of the world's wealth. Much is written about economic inequality as a social injustice. Private families' measurable possessions and the power that comes with that wealth can foment anger and resentment, controversy and pushback. At the very least,the mere existence of super-wealthy families makes many people uncomfortable.

Human beings love stories—aka gossip—about other human beings, especially about the rich and famous. That's why wealthy people have always had to contend with the public's insatiable curiosity about them. Modern technology has become a great enabler of this curiosity. The public craves trivia about the rich—who's marrying (or divorcing) whom, whatgalas they attend and what they wear, and all the rest of it. There's also the well-intentioned desire to know the stories behind their success, and maybe learn something useful.

MANAGING VISIBILITY

Often the wealth of a family is based on a successful enterprise established by a founding figure. Think of the riches that John D. Rockefeller created when he built Standard Oil, or the fortune that the "Pickle King," H. J. Heinz, established with the food company that bears his name. Those families and others like them have become household names, and the founders' descendants have often gone on to become public figures, whether as owners of sports teams, media companies, or entertainment platforms, or as aspiring politicians. John D.'s grandson Nelson Rockefeller was elected governor of New York four times and served as vice president of the United States for three years; H. J.'s grandson John Heinz was a US senator from Pennsylvania and a potential presidential candidate until his 1991 death in an airplane crash.

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Many families whose wealth comes from a foundational business are now significant investors in others' businesses, or bundle others' assets to invest in tandem with them. Many families control more money than some countries do. Others achieve prominence by practicing philanthropy on local, national, and international scales. (Think of the contributions that the Bill and Melinda Gates Foundation has made to raising educational standards and improving world health, among other causes.) Many wield political or governmental power, again on levels from local to global, regardless of whether they hold office. (Think of the attention, both positive and negative, that the Koch brothers, Charles and David, have attracted by supporting libertarian politics and promoting the oil and gas industry.) The visibility that comes along with these activities must be managed. Visibility can easily become notoriety.

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AN OUT-OF-SIGHT MARKET

What is special about the private family market? The size, worldwide reach, and economic clout of these families is considerable. Yet this market is not monolithic, but rather very fragmented—and, like an iceberg, much of it out of sight. How do you deliver the communications support that private families need? And who does the actual work? Some private families have a public relations person on staff or through their family office, an organization that also handles everything from household management to vacation planning to bill paying. (I'll come back to the subject of family offices later.) Other families depend on the PR departments of the companies they control or the sports teams they own. Some merely task a family member with the responsibility, regardless of qualifications.

Dealing with private families as a communications expert requires a great deal of innovation because, while established public relations methods still apply, new public relations protocols must be constantly invented in real time. That is the challenge—and the satisfaction—of getting in early on this relatively new field. Private families make up a market in which every public relations discipline can be brought to bear: internal and external communications; crisis management; financial, media, community, and international relations; lobbying; political campaigning; event planning; staffing events; research; and much more. All the lessons in the other chapters in this handbook can be brought to bear with great effectiveness.

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THE ROLE OF FAMILY OFFICES

The history of family offices goes back to the late nineteenth century. In what is believed to be the first instance, the Rockefellers decided they needed a private wealth-management advisory firm dedicated solely to their interests. Over time, many other families adopted the practice. But it was the 1980s boom in private family wealth that set off the real growth spurt. By 2020, there were an estimated three thousand family offices in the US, managing somewhere between $1 trillion and $1.2 trillion. According to Barron’s, the number of firms worldwide is now greater than ten thousand, and they manage upward of $4 trillion.

Family offices come in two flavors: single-family offices that work only for one wealthy clan, and multifamily offices that handle several of them. The services they offer vary from firm to firm and often change over time as clients recognize new challenges or decide on new goals. In general, though, the first and foremost task family offices perform is providing investment advice—they are wealth managers. Beyond that, they may handle a range of tasks, such as making travel arrangements for both business and pleasure, tax planning, handling the payroll for the family's staff (sometimes the family office itself supplies the staff), property management, overseeing charitable contributions, and setting up trusts.

In highly sophisticated family offices, one of the most important functions is managing intergenerational relationships and the transfer of the family wealth down through the years. That might seem routine enough atfirst glance, but in real life it can present enormous challenges. It is normal, for example, for a family to become quite large by the time it reaches the fourth or fifth generation. As the number grows, individual inheritances and the corresponding influence may become smaller. Not small by the standards of the workaday world, perhaps, but small to someone who can't understand why his or her share of a fortune that was once measured in hundreds of millions is now only a few million. That can be hard to accept for someone with great dreams of wealth and luxury.

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COMMUNICATIONS CHALLENGES

Managing the conflicts that these developments can create is a major family-office challenge. The greater the family wealth is and the better known the family name may be, the more likely it is that such internal conflicts will go public. That is where public relations professionals and communications experts become invaluable allies.

The media love it when rich people are at one another's throats, of course. But beyond the risk of tabloid and social media exposure, there are usually serious consequences involved in these fights. If, for example, the company's reputation is damaged by the bad publicity, uncertainty is sure to follow, workers may see their jobs jeopardized, stockholders may lose value, suppliers may lose business, local communities can lose tax revenues, and entities that have been the recipient of philanthropic donations can be harmed by association. Handling the media in such situations, so that the damage to the family name and the company's reputation is minimized—or ideally, avoided altogether—is a job for communications professionals.

It's not just external media relations that need skillful handling. Internal communications for the family and its company are just as important. There is nothing more upsetting for family members than realizing they've been kept in the dark about important developments. Same thing for employees of the organization. Maintaining clear lines of communication, creating astrong sense of openness and transparency, getting the right

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information into the right hands at the right time—that's what public relations professionals can do. And that's why they are so essential for family offices and their clients.

By the way, family offices may have communications needs of their own that require expert help. When a Philadelphia-based multifamily office with a "Who's Who" list of clients decided that its wealth-management operations were too stodgy and needed an update, it was concerned that the changes would unsettle many of the families. It called in a major New York public relations firm to help explain the changes. The advice was to set up a carefully scheduled outreach program, including written materials and in-person meetings, to educate the families about the changes and ease them into the new structure. The program—and the changes—came off without a hitch.

WORKING DIRECTLY WITH FAMILIES

If you are called upon, how do you work with a private family? First, you must know how the family has organized itself and what the hierarchy is. Maybe the founding figure still dominates; such people are sometimes very controlling and often try to run not just the enterprise they created, but also the lives of everyone around them. Maybe there has been an awkward transition of power from the founder to the second generation, and siblings are struggling with one another for ultimate control. In other cases, especially when the family wealth has been spread across multiple generations, there is little clarity or structure. No one is really in charge but everyone thinks he or she holds the reins. That can seriously muddy the communications waters.

Successful private families often treat their wealth just as they would corporate assets. When that is the case, you as a public relations professional need to deal with them just like a corporate client. Lead them toward a mission statement that encapsulates what they are all about. Treat their family name and reputation as a brand. Define the values that underlie the brand, and ensure that every public interaction supports that brand. Remember that private families, no matter how they are organized, are families. And all families, wealthy and not, are unique, idiosyncratic collections of individuals who can squabble, feud, pursue separate agendas, compete with one another, and much more. They can fall apart as easily as they can pull together. Yes, that happens in corporate enterprises, too. But corporate hierarchies have a built-in chain of command that acts as an enforcement agent. This model won't work in families whose hierarchiescan be unspoken, informal, changeable—and are frequently ignored by the very people who most need structure in their lives.

All too often in private families, the members delude themselves that they are operating in a kind of democracy where every voice counts. But all too often, a dominating figure is actually the one who makes the decisions. Sometimes it's perfectly clear who the authoritarian is—an assertive patriarch or a strong-willed matriarch. Sometimes it's not so obvious—a member of the younger generation who quietly shapes the

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family's course, thanks to a shrewder head and quicker tongue than anyone else. Sometimes it's just a bully. In many cases, other family members will accept the situation. They may be intimidated, too disaffected from family affairs to care, or so busy with their own lives that they don't have the time and energy to fight back. Whoever the real decider(s) may be, you as a public relations specialist need to figure it out and act accordingly. Know where the real power lies.

CONCLUSION

Despite the unique challenges of working for wealthy families, certain rules can guide you through the process.

1. Always stick to the fundamentals of communications—listening, openness, authenticity, and patience.
2. Get to know the family history; get to understand its culture.
3. Never forget that however great its wealth, it is still a family, where family dynamics still apply, only writ larger.
4. Treat the family brand as carefully and protectively as you would treat a corporate brand.
5. Pay strict attention to where the power lies—who the real family decider is.
6. Get buy-in on all public relations strategies you develop. Brainstorm ideas first to get input before final decisions are made.
7. Remember that internal communications among family members is just as important as external communications-sometimes even more important.

QUESTIONS FOR DISCUSSION

1. Elaborate the statement that public relations specialists should be able for managing visibility since it can lead to become famous.
2. What are public reations discipline brought to bear in order to make up a market by private families?
3. How do you know about the number of family offices in US and its management advisory?
4. What are so essential for family offices that can be done by public relations professionals?
5. Suppose you are as a public relations specialist of your family, what should you figure democracy where every voice counts in the family out ?
6. What are you supposed to do if you are as public relations professional of your family bussiness which products batik Pamekasan to go global? Elaborate your answer from the first until the final steps that show the hard and smart work of public relations.

CHAPTER XIII

GOING FORWARD WITH CHINA: A Guide to Success

The students will be able to operate public relations jobs in China with having knowledge about business condition, marketing opportunity, government policy, and know China culture and tradition. They will be also able to know that to be public relations and industry media well in China, it is required high media and outlet.

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To be successful in navigating China's business landscape, it is important first to be sensitive to the nuances of Chinese culture, language, and history; and second, to understand how the media operate. Foreigners must never lose sight of the fact that they are regarded as being in China as guests, and so they must continue to educate themselves on appropriate etiquette and expectations. Equally important, foreigners must remember that the rules of media relations that work in the West do not necessarily apply there. In this chapter, we attempt to describe some of the most important intricacies of operating successfully in China.

HOW CHINESE CULTURE INFLUENCES BUSINESS

A historical system of ethics and morals governs much of the way Chinese individuals interact with one another. The system emphasizes duty, loyalty, filial piety, sincerity, and respect for age and seniority. Deference to authority and to elders, rank consciousness, modesty, moderation in habits, generosity, and avoidance of direct confrontation are all highly valued traits. Group membership is more important than individuality. The actions of the individual reflect not only on that person but also on colleagues in the group. State-owned enterprises (SOEs) place a real premium on consensus. Matters are often debated until an agreement is reached and a course of action decided upon. Individual group members typically embrace and act on group decisions regardless of their personal views.

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While SOEs operate on consensus and process, privately owned companies, particularly technology firms such as ByteDance and Tencent, are different because the only path to such rapid growth is being nimble. That is why we see CEOs of some large Chinese technology companies making unilateral decisions and micromanaging, as one would expect at a start-up. In the management structure of SOEs, there is usually a chairman and a party secretary. The chairman is the one with the strategic vision and in charge of outward communication. The party secretary plays an important role and must approve any new acquisitions or strategic collaborations. State-owned companies and organizations are run by a party committee that is chaired by the party secretary. The chairman would also serve as a member of the party committee and approvals would ultimately be granted on the consensus of the party committee. In some cases, one individual will simultaneously serve as chairman and party secretary. Under the current regulatory climate, the party secretary is, in many ways, more senior than the chairman.

Chinese bureaucracy is strictly hierarchical with well-defined ranks and privileges. Decision making is top down, and personal loyalty is highly valued. Senior Chinese officials are used to acquiescence and command great respect from those around them. When in the presence of high officials, Chinese people are hypersensitive not to do or say anything that will offend or make the official uncomfortable in any way; the officials are acutely aware of such etiquette even when meeting among themselves. Income inequality in China is significant, and many blue-collar workers find it unfair that certain members of the population have built wealth so quickly. They do not see what characteristics these businessmen have that have allowed them to earn exponentially higher incomes. It is much easier to chalk inequality up to wrongdoing than to merit. People truly believe that the anti-corruption campaign is a tide of change that will bring back more relative equality between the rich and the poor. Chinese bureaucracy is strictly hierarchical with well-defined ranks and privileges. Decision making is top down, and personal

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Income inequality in China is significant, and many blue-collar workers find it unfair that certain members of the population have built wealth so quickly. They do not see what characteristics these businessmen have that have allowed them to earn exponentially higher incomes. It is much easier to chalk inequality up to wrongdoing than to merit. People truly believe that the anti-corruption campaign is a tide of change that will bring back more relative equality between the rich and the poor. Chinese bureaucracy is strictly hierarchical with well-defined ranks and privileges. Decision making is top down, and personal loyalty is highly valued. Senior Chinese officials are used to acquiescence and command great respect from those around them. When in the presence of high officials, Chinese people are hypersensitive not to do or say anything that will offend or make the official uncomfortable in any way; the officials are acutely aware of such etiquette even when meeting among themselves. Income inequality in China is significant, and many blue-collar workers find it unfair that certain members of the population have built wealth so quickly. They do not see what characteristics these businessmen have that have allowed them to earn exponentially

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higher incomes. It is much easier to chalk inequality up to wrongdoing than to merit. People truly believe that the anti-corruption campaign is a tide of change that will bring back more relative equality between the rich and the poor.

MAKING CONNECTIONS

Guanxi (关 系), or “connections,” is a tit-for-tat arrangement between people who have generally known each other for many years or even decades. Guanxi gains you legitimacy and respect that are otherwise difficult to achieve. Chinese people generally expect foreigners to understand guanxi and behave according to its rules. The role of having connections, however, has been overplayed because having relationships in the West is not so different from having relationships in China. It takes years to build trust and respect and there are no shortcuts to good relationships. In China, it is important to respect relationships to which a newcomer is introduced by continuing to keep the “friends” who made the connections both engaged and updated. If not, one party will not respond to a newcomer to a relationship, because it would be considered a violation of trust to go around the relationship.

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It is vital not to go around people in this fashion. To achieve long-term goals in China, one should adopt a long-term view in handling relationships. For example, say you have been introduced to someone at a meal and want to schedule a follow-up meeting. It is important to ask/notify the person who initially hosted the meal and introduced the parties. When communicating with the new contact in a WeChat group, include the pre -existing contact, not only out of respect for the introducer, but also to signal to the new contact that one respects relationships and Chinese culture. Likewise, when asking the introducer whether it is okay to reach out to this new contact, the introducer will usually encourage you to reach out directly. But what they really mean is to keep including them in surface- level communications and group chats used for scheduling meetings. The introducer does not need to be kept in the loop on nuts-and-bolts issues like the content of subsequent meetings. Rather, they want to get credit in their social circles for introducing you to the new contact. It gives the introducer a lot of face to be in contact with foreign companies.

BUSINESS MEETINGS

The pomp and circumstance around Chinese meetings is more significant when meeting with anyone in academia, the non-profit world, or the public sector. Previous public-sector service carries great importance in China. For example, the bios of meeting participants need to highlight any previous government positions. When it comes to people who are accomplished in other ways, but not financially, show them respect and ensure your behaviour reflects a respect for their professions. If they have PhDs, preface their name with “Doctor.” If they have a title at a university like vice-headmaster, call them “Headmaster.” If someone is a vice governor of a Chinese Bank, address him as “Governor.” The only exception would be if both the vice

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governor and the governor of the bank are present. In that case, address each by their official title. Because of the afore mentioned deference Chinese have toward senior officials, your Chinese hosts will treat you with the utmost respect and sensitivity, and will expect to receive similar treatment in return. Here are some tips for making your first business meetings with Chinese partners a success.

- Remember who holds the floor, and do not interrupt the speaker. This cannot be stressed enough. Sometimes the speaker will pause for a moment. This does not necessarily signal that he or she has relinquished the floor. Wait a few seconds to confirm you can begin your response.
- Chinese people often signal that they understand what the speaker is saying by nodding or with interjections. These do not necessarily signal agreement.
- Never put anyone on the spot during a meeting. Always offer a way out so your counterpart can save face.
- A good interpreter can help you immeasurably in China. When talking through an interpreter, pause frequently and avoid slang and colloquialisms. Although difficult to get used to, always talk to the host, never directly to the translator. Foreigners have a natural tendency to look at and talk to the translator; this should be avoided.
- At the close of the meeting, restate what was accomplished to guard against misunderstandings. Ask for a contact person for future communication.

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When You Are the Host

Make sure your guests are met at the door and escorted to the room. Be present in the room before they arrive so that you can welcome them. Be sure to stand and remain standing until your guests sit. Pay close attention to protocol and don't slight anyone by seating him or her inappropriately. If you are not sure exactly how high someone's rank is, be sure to ask in advance. Following standard seating arrangements is always a good idea. Lead your guests to the table and help them find their seats. Use place cards to show assigned seats; these should be in English and Chinese if possible. If a senior public sector official is included in a meeting, he or she should be in the seat of honor to the host's right. One should be strategic and understand which Chinese contacts speak English to avoid seating those who don't next to non–Chinese speakers. Keep a sharp eye on your guests' plates and make sure the plates are kept full of food. Keep serving them, even if they protest.

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Other Social Courtesies

In addition to the specific scenarios outlined above, the following are some other common social courtesies it's important to be aware of.

- The Chinese tend to be formal in introducing, meeting, and greeting visitors. When a new person enters the room and is introduced to you, it is considered common courtesy to stand up to meet them if you are sitting.

- In China, the surname used to always come first in a person's name, but now the practice is mixed, making names confusing. Also, it is becoming more commonplace for Chinese to choose Anglicized first names. The last name is almost always used with a person's title to address someone with whom one is not very familiar. Thus, Mr.Wang Limin, chief of a department, would be called Department Chief Wang. Married women retain their maiden names. Men and women who participate in social functions with foreign guests attend because of their functional positions and usually do not bring spouses.
- The Chinese expect to shake hands upon meeting. Other forms of touching, such as handholding, cheek kissing, or a slap on the back, are not common in initial meetings and are generally avoided between men and women.
- An exchange of name cards is common practice in China, not only at business meetings, but also in other situations. Name cards should always be presented to others with two outstretched hands, one grasping each side of the card, and with the card placed so that the letters or characters are upright from the receiver's vantage point. If applicable, cards should be printed in Chinese on one side and English on the other.

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CONCLUSION

To operate in China successfully requires not only a knowledge of business conditions, marketing opportunities, and government policies, but also a sophisticated understanding of Chinese culture and customs.

To be a good guest there, it is always important to remember that:

1. China's history is several thousand years old. The Chinese are very proud of that and appreciative of foreigners who come to China with an understanding of their history and culture—not to mention the ability to speak Chinese. That requires great effort, of course, but the rewards are well worth it.
2. The PR and media industries in China are a combination of both the established state media and new, high-tech outlets. It is a combination of the old and the new, with the new media far more technologically developed than anything in the West, such as the algorithm-driven Toutiao. Every executive who understands how the media operate—or who employs a public relations firm that understands it—knows that good communications is an essential part of modern business life. Understanding the media landscape in China is an art unto itself—the rules that apply in the West rarely apply there—so bring a sophisticated game plan with you for the best chance at success.

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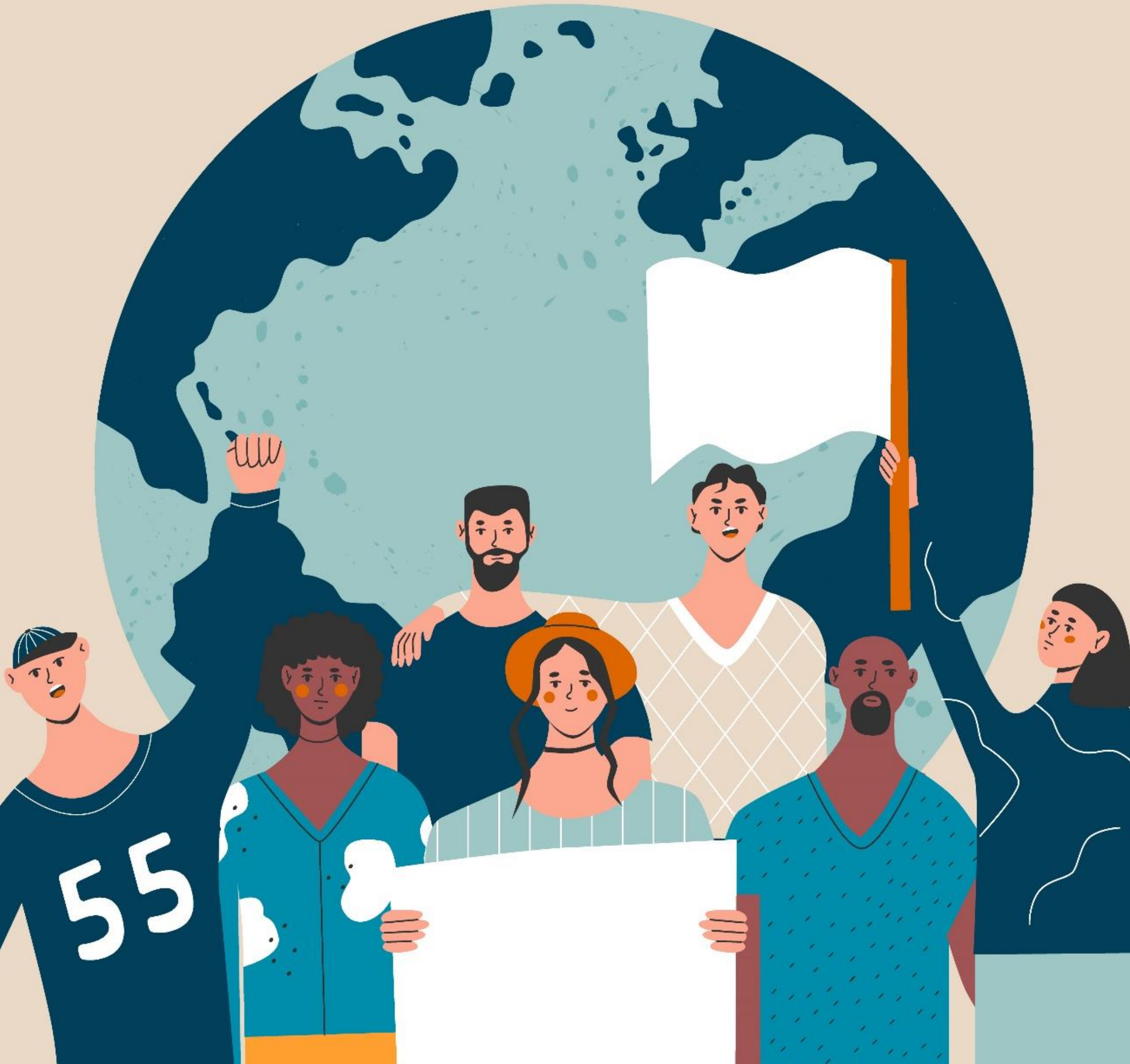
QUESTIONS FOR DISCUSSION

1. What are the ways required to be success in driving business landscape in China?
2. What are the historical system of ethics and moral in China that play important rule in business?
3. How important is the anti-corruption campaign in China when it is connected to Chinese bureaucracy?
4. What should be considered by a newcomer to have a good relationship with Chinese?
5. Suppose that you will make a business relation with Chinese, what should do when you have business meeting with Chinese?
6. What should you do for having a business meeting with Chinese and you are the host?
7. What are the social courtesies should be paid attention for having a business with China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CHAPTER XIV

Cracking the Code of Japan: Ancient and Modern Island Nation

The students will be able to understand that to be public relations in Japan, they need to know that Japan is the country with the opportunity, experiment, and future possibility.

Japan is a land of juxtaposition where tradition meets the future—from the world's oldest continuous hereditary dynasty to the remaking of global consumer culture through emojis, precision-built cars, and Super Mario. This is one of the most complex, layered markets to understand; its culture, history, and language make Japan not only an island unto itself, but also a paradise of opportunity for those lucky enough to have its abundance revealed. Japan and Japanese culture represent a unique paradox. Many aspects are insular and exclusive, and the Japanese people often pride themselveson their distinctiveness. Yet they are also voracious consumers of foreign culture, and many parts of Japanese culture have gone global—Japanese cars, sushi, fashion, animation, and video games are known around the world, and in some cases have shaped its pop culture. This tension between globalization and isolation represents over two millennia of Japanese history and culture, something that makes telling the story of Japan, and telling stories in Japan as a profession, particularly challenging.

JAPAN'S STORY

Japan has always been shaped first and foremost by its geography. Many compare Japan—an island off the coast of Asia—with Britain's position across from Europe, and there are many similarities in how both island nations balance their relations and alliances. However, looking at the long archipelago of Japan, not from the traditional north–south axis but from a west–east axis, shows Japan as a comprehensive barrier for China and the Asian mainland's outlet to the Pacific Ocean. From this perspective, the history of mainland invasions of Japan, which were all utter disasters and can be counted on one hand, takes on new meaning. The only successful occupation of Japan came not from the mainland, but from the United States after World War II.

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The strategic parameters of Japan's domestic and international alliances were set by its all-encompassing bilateral Treaty of Mutual Cooperation and Security, which made Tokyo dependent on the United States for all critical foreign and security policies. With American patronage, and without the economic constraints of a full security apparatus, Japan's postwar recovery was rapid, and by the 1970s the country had become an economic power. Asia's first Olympics, the 1964 Summer Games in Tokyo, was a celebration of Japan's economic miracle, symbolized by the shinkansen bullet trains—still the envy of the world today—and modern architecture that rebuilt the capital skyline.

It is critical to understand that Tokyo represents the center of almost everything in Japan. Although the spiritual centers of Kyoto and Ise represent minor exceptions with their shrines and temples, the imperial family and symbolic head of the Shinto faith, the Emperor, reside in the heart of Tokyo. Especially in terms of government structure, which is centered on the Japanese national parliament (called the Diet), the complete domination of the national over the prefectural or municipal offers a more centralized system of governance at all levels. This top-down hierarchical-yet-consensus approach permeates almost all aspects of Japan today.

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UNDERSTANDING JAPAN—JAPANESE LANGUAGE AND JAPANESE-NESS

The Japanese language is one of the most complicated contextual and written structures in the entire world. Japanese is hard to understand unless you know the details of the social context, which is generally assumed. As well, the subtext makes the language particularly difficult for foreigners to understand even if they apprehend the technical dimensions of the language. As a result, a simple Google translation of Japanese leaves many people more confused; they would have been better served by simply observing without words. The aspect of consensus embedded in the language is particularly important in the functioning of Japanese society.

The reason that Japan has such a complex writing system is largely because it adopted ideographic Chinese characters (kanji), which have No. syntactical relationship to spoken Japanese. As a result, there are three distinctively different written systems. In English, there are only twenty-six letters. In Japanese, more than two thousand characters are needed to read at a basic level—representing entire words with many different meanings and sounds—plus forty-six hiragana characters to connect them, along with forty-six katakana characters used for imported foreign words. The amalgamation of characters means that the written form is critical and highly valued, resulting in one of the most literate and print-revering cultures in the world. Everything from the social status and place of thespeaker to honorific circularity and deferential respect can be detected from a single word choice.

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In the contemporary context, while 140 or 280 characters in an English tweet may constitute a few sentences, the same number can represent entire paragraphs of meaning for the Japanese. The fact that Japanese were some of the earliest adopters of digitization, from personal computers to electronic translations, has led to a more tech-savvy population, which often seems futuristic in application. Yet the Japanese remain, as a population, the lowest adopters of Western social media; by contrast they have the highest newspaper subscription rates in the world.

Television in Japan is ubiquitous and, up until recent digital changes, the public state broadcaster NHK, similar to Britain's BBC or Canada's CBC, ruled supreme. Even as the new generation of Japanese "cuts the cords" in favor of smartphones and streaming platforms, given the highly specialized nature of the Japanese language, these credible broadcasters and their content have an important relationship with their audiences. Conglomerates drive consumption of both news and entertainment, helping to create entire genres such as unique reality and variety shows that thrive outside of Japan. At the same time, historical samurai dramas captivate audiences along with sci-fi and anime, which has taken off internationally through Japanese film festivals, even though distributors still have not adapted the Hollywood or even Bollywood models of global ubiquity.

Things go best in Japan if everyone knows his or her place and follows the rules. But the Japanese also value consensus, which means that it is awkward to explicitly insist on rules. Thus, many aspects of Japanese culture and language also involve seemingly elliptical ways of saying "No" without ever using an overt negative. The Japanese language structure means that such linguistic moves are rich and subtle—precious commodities in a society that values consensus, and frustrating circles for outsiders

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trying to get to a specific point in a negotiation. This paradox makes the job of PR professionals even harder.

A TIME OF TRANSFORMATION AND OPPORTUNITY

In the 2010s, many global multinationals began opening offices in Tokyo, after decades of running Japanese accounts from their world headquarters. The Japanese business community itself, like its international counterparts, is going through a moment of transformation. Entities ranging from the powerful Keidanren Japanese business federation of Fortune 100 multinational companies, to those such as Rakuten and Softbank, have challenged the norms through their business models and unorthodox leaders.

With these changes comes opportunity for public diplomacy in Japan, including new schools for communications and a promising field for the future, including the 2020–21 Olympics and World EXPO 2025. Rather than the exotic “Land of the Rising Sun” of the past, Japan is one of the most comfortably different environments in the world, and businesses are flocking there for the Asian century. Hong Kong and Singapore remain strong competitors, but given Japan’s status as the third-largest economy and a strong domestic market—plus its links with the West through its Washington security alliance—Tokyo is becoming one of the fastest- growing destinations for PR professionals.

If we look at the distinction only among PR agencies and PR practitioners in Japan, marketing communication is used for

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selling services and products; lobbying is used for changing policy, obtaining subsidies, or deregulating government; and storytelling is used for differentiation from mass marketing. Everything is increasingly moving to the digital realm, and the power of social media is beginning to rise along with generational shifts. However, most Japanese are not familiar with the field of PR, lobbying, or storytelling. Even within the communications industry, Japanese may find that there are distinctions without differences. As the American way of doing business and styles of marketing have begun to arrive, those bringing them will encounter many unique features in Japan that require local understanding and partnerships.

There are few resources in English to guide those interested in Japanese public relations, but Dentsu Public Relations compiles an annual handbook titled Communicating: A Guide to PR in Japan that is packed with insights, making it a must-read for PR practitioners, business managers, and media studies researchers with an interest in Asia.To reiterate, the Japanese public relations market is unique and can be extremely challenging for overseas companies used to a very different media relations environment. The tried-and-true method of partnering with a Dentsu or Hakuhodo is the most well-trodden path, although it seems there may be more space for change in the future.

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JAPAN AS A MIRROR

Japan has oscillated between globalist and isolationist tendencies, making it a particularly difficult country, culture, and language for a foreigner to penetrate. Yet the abundance and benefits of Japan go far beyond its immediate market. The loyalty and "stickiness" of Japanese businesses and customers are legendary—they are the reason why many businesses have thrived for such a long time. Additionally, Japan is like a mirror that clarifies and refines the quality of any enterprise, including storytelling that may have to be adapted and localized.

The benefits to "cracking the code" in Japan and among the Japanese are obvious to all those who have been fortunate enough to do it, but almost impossible to explain to those trying. Like a stroll through a Japanese garden or a hike to the top of Mt. Fuji, it is the journey itself rather than the destination that defines the experience. As PR professionals and professional storytellers set their sights on Japan, a healthy sense of humility, curiosity, and appreciation for Japanese history and traditions will go a long way toward revealing the paradox of this ancient island nation.

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CONCLUSION

1. Japan is shaped first and foremost by its geography, limited resources, and location as an island off the coast of the Asian mainland.
2. Japan is a natural gateway for Americans and Westerners to Asia, not just because of its geography but also its own cultural influence and history.
3. Do not try PR in Japan by yourself without a deep appreciation for and understanding of the Japanese language, people, and society.
4. Japan is increasingly becoming an island of opportunity, experimentation, and possibility for the future.
5. Japan is a useful mirror in understanding one's own mindfulness, philosophy, and thinking.

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QUESTIONS FOR DISCUSSION

1. Suppose that you are public relations of Japan government officer, how is the history of japan described from the point of view the alliances and the economic.
2. How is to understand Japan in terms of its language, society, and culture?
3. Describe the factual job of public relation professionals in Japan that makes it even harder?
4. Elaborate the differences between public relations agencies to practitioners in Japan and how do Japanese understand the field of public relations?
5. What do you know about Japan as a mirror when it is connected to the job as public relations professional?

CHAPTER XV

Public Relations in Higher Education: BE A GOOD LISTENER

The students will be able to build a plan about solid communication towards crisis, produce strategic media, create relation with non-academic society and academic university well.

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As a public relations professional, you have chosen to study and practice in the fascinating field of communications. Whether you are serving an institution of higher learning or an organization, what could be more rewarding than being at the centre of how people receive and process information, and then crafting a plan to influence them? In my experience, the first lesson in effective public relations and communications is to become a good listener. As Stephen Covey outlined in his book The Seven Habits of Highly Effective People, "Most people do not listen with the intent to understand; they listen with the intent to reply." As public relations counselors, and in our everyday lives, never underestimate the value of listening to understand. Challenge yourself to be an "active empathic listener."

Before a public relations plan can be executed, a press release written, or a social media message posted, we need to listen to the various audiences, or publics, with whom we wish to communicate. As public relations counsellor, one of our most important jobs is to try to clearly understand the issue, problem, or opportunity, and then discern the best way to convey information and to gain acceptance. It is vitally important to put ourselves in the mind-set of the person or group we are hoping to communicate with and influence. How do they want to receive information? What do they feel the issues are? In their words, "What's in it for me?" It is your job to discern "what's in it" for the person or group you are hoping to influence, and then to develop your plan

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Ethics and Acting Responsibly

As the public relations strategist for your college or university, it's important to remember that you must help the leadership of your organization to become the ethical voice of the institution. If there is a problem that needs to be corrected, this must happen before you initiate the public relations campaign. For example, if a college has been criticized for its handling of an issue, the issue itself must be addressed and resolved or mitigated—or a plan put into place to do so—prior to the launch of any communications campaign. Merely communicating that the college knows there is a problem is not enough. Actions do speak louder than words. Moreover, as Jim Lukaszewski points out, "Our job as PR strategists is to help our bosses become the ethical voice of the organization. We must empower the people who have the power to be ethical and help senior leaders to find the right path. Then our job is to help them to stay on it."

PUBLIC RELATIONS AND THE ADMISSIONS OFFICE

As the public relations officer for your institution, you can have a tremendous impact on the recruitment and retention of students. Together with the Admissions team, you will need to craft a plan that will strategically communicate with prospective students and get them to apply (your call to action) and enroll. Remember our discussion on the four elements of every communications plan—Research, Analysis, Communication, and Evaluation? Research here might be to enlist a focus group with newly enrolled students to determine how they heard about the college, what made them want to apply and enrol, what they recall about the strategic messaging, and what did and did not resonate. They can also serve as your test group for your communication tactics.

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Personalized communications are the key to making an impact with prospective students. Every email, text, web visit, video, letter, postcard, and piece of direct mail should address the prospective student. For even greater impact, assign a personal contact to them. Personalize your communications and watch your clickthrough-to-open rate—and your response rate—soar!

CONCLUSION

There is much more to be said about the practice of public relations in higher education. Building a solid crisis communications plan, earned media strategies, creating better "town and gown" relationships, and managing the institution's branding are just a few of the valuable subjects of discussion in any analysis of public relations in higher education. The secret to success? Retired four-star general and former US secretary of state Colin Powell said it best: "There are no secrets to success. It is the result of preparation, hard work, and learning from failure." This is true in many professions, and especially for communicators. Effective public relations require one to prepare, to work hard and work smart, to fail fast, learn from it, and bounce back better.

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QUESTIONS FOR DISCUSSION

1. Supposed you are as a public relations professional what should you become in order to be at the centre of how people receive and process information and crafting a plan to influence people?
2. What are the jobs that a public relations counsellor should do in order to put ourselves in the mind-set of the person to whom we communicate and influence?
3. Supposed you are as a public relations strategist for university, what should you do to correct the problem in order to be the ethical voice of the institution?
4. Supposed you are as a public relations officer for your institution, what are the elements on your communication plan with the admission team in order to communicate with the prospective students?
5. Supposed you are as the practice public relations in a higher education, what are the valuable subject of discussion in analysis of public relations in higher education?


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BIOGRAPHY

Suci Suryani is the lecturer of English Study Program, Faculty of Social and Cultural Sciences, University of Trunojoyo Madura. She has some year experiences in teaching Public Relations. She has also experience as Public Relations of University Trunojoyo Madura. The job is very interesting and challenging since I must meet and communicate many people to promote the college which I work. The experience leads me to design a compilation teaching material for the subject of Public Relations. The material are chosen to meet the need of Public Relations task and job vacancy so that the material will be useful for the students after they will have graduated from the university. The questions for discussion are formulated to lead the stdents understand and practice the knowledge pf public relations.

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