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英文版



公兴关系精要(第六版)

THIS IS PR
THE REALITIES OF PUBLIC RELATIONS

(SIXTH EDITION)

Doug Newsom
Judy VanSlyke Turk
Dean Kruckeberg



世界则经与管理教材大系



东北财经大学出版社

世界财经与管理教材大系市场营销系列·英文版

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This Is PR The Realities of Public Relations Sixth Edition

道·纽森 朱迪·范斯里克·杜克 合著 迪恩·库克勃格

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图书在版编目 (CIP) 数据

公共关系精要:第六版:英文/(美)组森(Newsom, D.)等著.—大连:东北财经大学出版社,1998.3

(世界财经与管理教材大系·市场营销系列)

ISBN 7 - 81044 - 321 - 6

[.公··· [].纽··· [].公共关系学 - 英文 [V.C912.3

中国版本图书馆 CIP 数据核字 (98) 第 00959 号

辽宁省版权局著作权合同登记号:图字 06-1998-104号

Doug Newsom, Judy VanSlyke Turk, Dean Kruckeberg: This Is PR: The Realities of Public Relations, Sixth Edition

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东北财经大学出版社出版 (大连市黑石礁尖山街 217 号 邮政编码 116025) 东北财经大学出版社发行

北京万国电脑图文有限公司制版 东北财经大学印刷厂印刷

开本: 787×1092毫米 1/16 字数: 954千字 印张: 38.25 插页: 2

1998年4月第1版

1998年4月第1次印刷

策划编辑: 方红星

封面设计: 韩 波

定价: 62.00元

ISBN 7 - 81044 - 321 - 6/F • 1010

出版者的话

但凡成事,均缘于势。得势则事成,失势则事不顺。顺势而行,如顺水行舟;借势而动,如假梯登高;造势而为,如太空揽月。治学、从政、经商、置业,均不可一日失势。势者,长处、趋势也。

今日中国,是开放的中国;当今世界,是开放的世界。改革开放,大势所趋,势不可挡。经济开放、文化开放、政治开放,世界需要一个开放的中国,中国更要融入开放的世界。借鉴国际惯例,学习他人之长,已经到了不可不为之时。

借鉴国际惯例,学习他人之长,已属老生常谈,但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是,由赤诚图文信息有限公司精心策划,ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权,东北财经大学出版社荣誉出版的"世界财经与管理教材大系"现已隆重面世!她以"紧扣三个面向,精选五大系列,奉献百部名著,造就亿万英才"的博大胸襟和恢弘气势,囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科,并根据大学教育、研究生教育、工商管理硕士(MBA)和经理人员培训项目(ETP)等不同层次的需要,相应遴选了具有针对性的教材,可谓体系完整,蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作,在西方发达国家备受推崇,被广为采用,经久不衰,大有"洛阳纸贵"之势。

借鉴国际惯例,毕竟只是因势而动;推出国粹精品,才是造势而为。在借鉴与学习的同时,更重要的是弘扬民族精神,创建民族文化。"民族的,才是国际的"。我们提倡学他人之长,但更希望立自己之势。

势缘何物,势乃人为。识人、用人、育人、成人,乃人本之真谛。育人才、成能人,则可造大势。育人、成人之根本在教育,教育之要件在教材,教材之基础在出版。换言之,人本之基础在书本。

凡事均需讲效益,所谓成事,亦即有效。高效可造宏基,无效难以为继,此乃事物发展之规律。基于此,我们崇尚出好书、出人才、出效益!

东北射经大学出版社 1998年4月

To Our Colleagues and Our Students, Who Have Made Us Better Teachers and Practitioners

ABOUT THE AUTHORS

DOUG NEWSOM, Professor of Journalism at Texas Christian University, is the senior coauthor of three leading textbooks: This Is PR, Public Relations Writing, 4th ed., with Bob Carrell, and Media Writing, 2nd ed., with the late James Wollert. She is also the editor, with Bob Carrell, of Silent Voices. Dr. Newsom has been chair of the College of Fellows, the organization of senior accredited practitioners and educators in the Public Relations Society of America, and has been president of the Association for Education in Journalism and Mass Communication, Southwest Education Council for Journalism and Mass Communication, Texas Public Relations Asso-



ciation, the North Texas Chapter of the Public Relations Society of America and the Greater Fort Worth Chapter of PRSA. She has also been chair of TCU's Faculty Senate. In 1982 she was named Educator of the Year by the Public Relations Society of America. In 1988, while a Fulbright lecturer in India, she gave public relations workshops and seminars throughout the country. She also has given workshops in Hungary (1995 and 1994), Bulgaria (1993) and Poland (1995), consulted in Romania and taught in London.

JUDY VANSLYKE TURK, Dean and Professor at the College of Journalism and Mass Communications at the University of South Carolina, was 1994–1995 president of the Association for Education in Journalism and Mass Communication and is an officer in the Public Relations Society of America's College of Fellows. She is editor of Learning to Teach: What You Need to Know to Develop a Successful Career as a Public Relations Educator, a publication of the Educators Section of PRSA, which she chaired in 1992. Dr. Turk also has served as cochair of PRSA's Educational Affairs Committee and has been head of the Public Relations Division of the



Association for Education in Journalism and Mass Communication. She was named PRSA's Educator of the Year in 1992. She is a member of the policy-making body of the Accrediting Council on Education in Journalism and Mass Communications and a member of the executive committee of the Association of Schools of Journalism and Mass Communication. She had done workshops in Romania and Latvia where

she developed an educational relationship for her university, and under her leadership her college has sponsored students in the USA through the International Research and Exchanges Board (IREX).

DEAN KRUCKEBERG, Professor and Coordinator of the public relations degree program in Communication Studies at the University of Northern Iowa, has a book with Dr. Ken Starck called *Public Relations and Community: A Reconstructed Theory.* That book won the first PRIDE Award from the Public Relations Division (the Commission) of the Speech Communication Association. Dr. Kruckeberg was named the 1995 Educator of the Year by the Public Relations Society of America and is a member of PRSA's College of Fellows. He has served as the national faculty adviser to the Public Relations Student Society of America, Midwest District Chair of



PRSA and adviser to PRSSA's national newsletter. He has been head of the Public Relations Division of the Association for Education in Journalism and Mass Communication and is now a director of PRSA's Educators Section. He serves on PRSA's Educational Affairs Committee and has been head of the PR Division of the Speech Communication Association. During the summer of 1994, he was a resident adviser for public relations education in the Department of Mass Communication, United Arab Emirates University, and was a part of the project team that developed the public relations degree program for that university.

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This edition is especially significant for the senior author, Doug Newsom. Her former professor and co-author since 1976, Alan Scott, said this time he was *really* retiring. This was hard to believe because he "retired" from the University of Texas at Austin but still continued to office and teach there while working also for a travel agency, which meant he was often reading galleys of *This Is PR* in rather exotic places.

He did mean it this time, though, and his name is not on this edition. We rewrote the contract with our new co-author Dean Kruckeberg, from the University of Northern Iowa. He is a long-time professional associate of both Newsom and Turk, and the two authors think his international interests and experience will help move the book in the direction it's taken in the last two editions—toward a more global perspective.

That emphasis is what constitutes most of the changes in the text, because international information and examples have been woven in the fabric of every chapter. The emphasis is reflected, too, in the Instructor's Guide, which Turk prepared.

The other change—one the authors hope is subtle—is increased attention to the use of electronic technology for messages: from the ubiquitous fax and e-mail to specialized networks in cyberspace, created by institutions to provide more direct delivery of specialized information, 24-hours a day, around the globe.

Those individuals around the globe who seek this specialized information are a new type of public for PR—an electronic constituency that is important and one that can have a considerable impact on an organization itself, its stock or its products. This has created new needs to understand what goes on "out there" in cyberspace.

While the role of research seems to be expanding in public relations, there is considerable confusion about how to find ways to respond to predictions of behavior and demands for proof of the effects of a public relations program. A part of this is increasing concern about the skepticism and distrust on the part of all publics, one of these being employees—a critical front line for public relations.

Some of this employee reaction can be attributed to downsizing and outsourcing by companies, which results in more independent public relations operators servicing many organizations with special public relations services. This has further diffused the definition of public relations. Since PR is developing differently in various countries, there is more confusion than ever about what public relations really is and what public relations people do or should do.

Perspective

Because we know this book is used by public relations practitioners as well as students, we have tried to be as comprehensive as possible, but we continue using examples to illustrate key points for those who don't have experience as a frame of reference. We've maintained our tradition of gender-neutral language and easy readability.

Since some of our students live outside the USA, we've tried to keep in mind customs and expressions that might be especially peculiar to this country and either eliminate them or explain them.

Part One of the book sets forth some of the basics of public relations, explaining how it is practiced in various settings, giving a background for its development and offering some ideas on how public relations might be changing in the future.

In Part Two, research is discussed as a tool of planning and predicting as well as monitoring and evaluating. The examination of publics and public opinion also is in this section.

Part Three deals with persuasion and communication theories as ways of developing interaction with a great diversity of publics in order to have some influence over how they view the organization. Also included in this section are law and ethics, which could be two entire books. Restraint was possible only because we address these issues throughout the text, but here is the concentration of materials that we hope will keep you out of trouble in the courts of law and the courts of public opinion.

Part Four is called "PR in Action" because we have made an effort to share experiences of others with you. You'll find management problem-solving strategies in one chapter and then a chapter on communication channels and media. Following these two chapters are some specifics on tactics and techniques to give you some critical skills that will make your strategies work. The last three chapters are campaigns, cases and crises—chapters that pull together all that has been presented before and put it into applicable contexts. Again, whole books have been and can be devoted to these topics; we didn't try to offer any more than illustrations for PR applications.

Contributors and Critics

Public relations practioners and students from all over the USA and a number of other countries have contributed to this revision. They always make us think about what we are doing and why we are doing it (a fundamental principle for practicing public relations or writing about it). Some very patient reviewers have been reading this text since the first edition, and we especially appreciate that.

Student reviewers and instructors have given us special insight into what works best for them and what doesn't. That's very useful information, and we've tried to be helpful in making changes. We especially would like to thank reviewers Pam Creedon, Ohio State University; Timothy Coombs, Illinois State University; Kathy Fitzpatrick, Southern Methodist University; and Gayle Pohl, University of Northern Iowa.

Special thanks goes to editor Todd Armstrong and his assistant Laura Murray, and Debby Kramer; gratitude to ever calm and patient Julie Kranhold, our production editor, and to masterful copy editor Steven Gray; and finally to our research assistant Patti DeNooy.

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PART ONE



PUBLIC RELATIONS: ROLE, ORIGINS AND FUTURE

This unit identifies the origins of PR activities, discusses the scope and nature of public relations work and examines the organizations and people who use and benefit from public relations. Finally, it offers some insight into what the future may hold for you as a PR practitioner.

THE REALITIES OF PUBLIC RELATIONS

Never, never do anything or say anything that you are unwilling to see in print.

LEE JAFFE, FIRST FEMALE PUBLIC RELATIONS GOLD ANVIL WINNER, 1965

In my opinion, the best prevention and the most effective form of communication is behavior itself!

STEPHEN A. GREYSER, PROFESSOR OF BUSINESS ADMINISTRATION, HARVARD BUSINESS SCHOOL

In a hotel room in Bucharest, Romania, a public relations practitioner from Atlanta, Georgia, worked on a laptop computer and small printer. She printed her work out onto vinyl sheets for an overhead projector. The next day, she would use these to show economists a communications plan for their "privatizing-and-restructuring" master program.

A week later, when she arrived in Brussels, Belgium, a colleague whose office is in his home, told her that their trip to the suburbs of Brussels would have to be delayed until afternoon while he responded to a client in San Francisco, California, USA. Overnight, he had received a fax message from the client that demanded immediate attention: brochure copy to be rewritten and translated into German and French.

While waiting for him to finish that project, the Atlanta practitioner made some calls to public relations people in the European Union offices and sorted out the cost of some recent transactions in Hungarian forints, Romanian leis, Belgian francs, German marks and British pounds, and then figured out the anticipated costs, in pesos, of their planned visit to Mexico.

This scenario involving practitioners and clients from several countries is not unusual. For individuals who are comfortable only in one culture, a career in public relations is less and less a realistic option—if, indeed, it ever was. And, while some people like to do only one thing at a time, that never has been the case in public relations. It is even less so now that businesses are reducing staffs and having much of their work, including public relations jobs, performed outside.

For that client, too, she needed to review the next day's shooting schedule with the photographer. The company now needed all new brochures, media kits, and presentation folders, as well as such items as business cards and stationery. Even the sign on the building had to be replaced with the new design. All of the organization's materials, from corporate biographies to product descriptions, had to be changed. That task would involve so much rewriting that she decided to enlist the aid of a publicity writer she worked with occasionally, so her staff writer wouldn't be overloaded.

For the client undergoing reorganization, she had also agreed to do a communications audit—interviews and surveys with employees, customers and suppliers to help the restructured entity clarify its image. She had explained to the new management that mergers and restructuring tend to obscure an organization's image. Although such confusion eventually dissipates without any special planning, valuable opportunities can be lost if the organization's various publics are not actively helped to understand the changes. The woman needed to get in touch with the research organization she used to handle telephone interviews. She would have to structure the questionnaire, pretest it and then train the callers in how to use it in conducting interviews.

After completing the audit, she would be responsible for making a formal presentation of her findings and recommendations to the company's board of directors. She made a note to remind herself to get the new display element for her laptop computer as soon as possible, so she would have plenty of time to practice using it while she spoke.

As the woman continued working, the fax machine began printing a message. She glanced at the cover sheet: it was from an agency in Singapore that she frequently worked with. A client of the agency was coming to the United States on business and would need some assistance. The fax identified the dates and places involved and spelled out the help the agency thought the client would need from her. The printout ended with a request for a return message confirming general arrangements. The woman liked working with the Singapore group because they reacted enthusiastically to her ideas and encouraged her to contribute to their broad overall plans. She laughed to herself remembering a sketch one of them had faxed to her with an accompanying note saying, "color it American." In return, she counted on their cultural help with her Pacific Rim business.

Similarly, she counted on help with the European marketplace from a former college roommate who was a German national and had returned home to work with a big public relations firm before going into business for herself. She also had a contact in Mexico City, which she had developed through several international public relations professional meetings, and she was just beginning to work with a new colleague in Canada. Although her own firm was small, her activities on behalf of clients often spanned the globe. When she came to work in the morning, she often found that the fax machine had been busy overnight, transmitting inquiries or requesting information from professional associates around the world.

As this scenario illustrates, technology has changed the way we communicate. It's no longer necessary to be "on site" to handle an assignment. Business cards carry phone and fax numbers and e-mail addresses, as well as physical location addresses. The practice of public relations has emerged in recent years as a global phenomenon. The consistency of the practice, despite differences in the social, economic and political climates in various parts of the world, can be traced to the growing body of knowledge about and the general acceptance of what public relations is. The creator

of the profession's international code of ethics, Lucien Matrat, offers these thoughts:

Public relations, in the sense that we use the term, forms part of the strategy of management. Its function is twofold: to respond to the expectations of those whose behaviour, judgements and opinions can influence the operation and development of an enterprise, and in turn to motivate them. . . .

Establishing public relations policies means, first and foremost, harmonizing the interests of an enterprise with the interests of those on whom its growth depends.

The next step is putting these policies into practice. This means developing a communication policy which can establish and maintain a relationship of mutual confidence with a firm's multiple publics. [Emphasis ours.]

WHAT IS PUBLIC RELATIONS?

The public relations practitioner serves as an intermediary between the organization that he or she represents and all of that organization's publics. Consequently, the PR practitioner has responsibilities both to the institution and to its various publics. He or she distributes information that enables the institution's publics to understand its policies.

Public relations involves research into all audiences: receiving information from them, advising management of their attitudes and responses, helping to set policies that demonstrate responsible attention to them and constantly evaluating the effectiveness of all PR programs. This inclusive role embraces all activities connected with ascertaining and influencing the opinions of a group of people (see Example 1.1). But, just as important, public relations involves responsibility and responsiveness in policy and information to the best interests of the organization and its publics.

The complexity of PR's role prompted the Public Relations Society of America (PRSA) to define fourteen activities generally associated with public relations: (1) publicity, (2) communication, (3) public affairs, (4) issues management, (5) gov-

ernment relations, (6) financial public relations, (7) community relations, (8) industry relations, (9) minority relations, (10) advertising, (11) press agentry, (12) promotion, (13) media relations, (14) propaganda. PRSA's definitions of these activities are listed in the Glossary.

Another organization produced a consensus definition of PR much earlier than PRSA did. The First World Assembly of Public Relations Associations, held in Mexico City in August 1978, defined the practice of public relations as "the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action which will serve both the organization and the public interest."

Yet another definition of public relations as "reputation management" has gained currency. The British Institute of Public Relations (IPR) offers this:

Public relations is about reputation—the result of what you do, what you say and what others say about you. Public Relations Practice is the discipline which looks after reputation with the aim of earning understanding and support, and influencing opinion and behaviour.*

As a practical matter, good public relations involves confronting a problem openly and honestly and then solving it. In the long run, the best PR is disclosure of an active social conscience.

TEN BASIC PRINCIPLES OF PUBLIC RELATIONS

We can describe the function and role of public relations practice by stating ten basic principles:

1. Public relations deals with reality, not false fronts. Conscientiously planned programs that put the public interest in the forefront are the basis of sound public relations policy. (*Translation*: PR deals with facts, not fiction.)

^{*}PR News, October 10, 1994, p. 3.