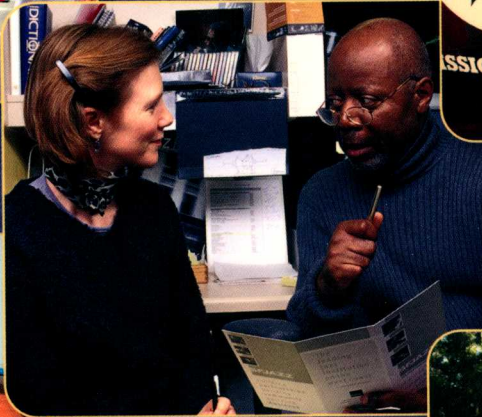# Public Relations
The Profession & the Practice

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Public Relations

The Profession and the Practice

FOURTH EDITION

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PUBLIC RELATIONS: THE PROFESSION AND THE PRACTICE, FOURTH EDITION

Preface

Public relations is emerging as a major force in a growing global information society in the 21st century. Public relations as a discipline is still relatively young, beginning in the early 20th century but not really exploding until after World War II. Early efforts, for the most part, were publicity- and media-related events. However, as it has begun to mature, it has emerged with a management-oriented, relationship-building focus among its stakeholders with less emphasis on media tools and more on behavioral change. Also, as new social, interactive media tools are developing, there is more emphasis on using these tools to supplement the traditional media relations efforts.

The *process* of public relations continues to be grounded in the research, planning, action, and evaluation of the past, but many techniques of actually carrying out that process are being changed by technology. Surveys once done by interviewers door-to-door, or even by telephone, are more often done through the Internet today. The *publics* of public relations are still the major stakeholders for an organization whether they are employees, media, community members, consumers, or investors.

These critical changes in society and technology lend importance to the increasing emphasis in the *management function* of public relations. The practitioner may be a counselor in a public relations firm advising business and organizations on the important public relations positions and operations, or a vice president of a corporation sitting at the executive roundtable advising his or her peers of the consequences of some action. Practitioners are no longer mere technicians who shape and transmit messages from their organizations. They are professionals who manage the public relations function and *build the relationships* an organization has with its various constituencies. Public relations practitioners must possess the communication expertise and social sensitivity necessary to enable organizations to adapt to the changing environment.

Public relations professionals today must bring to their broadened role not only the traditional communication skills, but also the abilities to research and understand problems, to strategically plan public relations programs, to create effective messages using both the new social media as well as the traditional media, and to evaluate the effectiveness of these programs. The goal of this book is to provide you with an understanding of the principles underlying the practice of public relations while giving you a look at both the new communication opportunities and the trusted older tools for public relations practice. This we have tried to do within the historical context, the theoretical framework, and the legal and ethical foundation for the profession of public relations.

APPROACH OF THE TEXT

A multidisciplinary approach has characterized the text from its inception and is continued in this edition. We believe that by drawing on the experience of journalism, business, psychology,

and communication professionals, we can present a comprehensive and inclusive overview of public relations. The education, research, and teaching experience of the authors in each of these disciplines addresses the needs of students who will be practicing in diverse environments.

We have tried to maintain an easy-to-read, personal style throughout the text. To that end, we have kept the jargon to a minimum and have provided definitions for all terms that are particular to the profession. In addition, we have attempted to give public relations students and practitioners the tools and knowledge they need in ways that reflect the reality of public relations. For example, **Mini-cases** provide insight into real-time activities conducted by organizations. Public relations **Spotlights** provide helpful information on topics such as James Grunig's public relations theories, and lessons learned from crisis such as Enron and BP.

ORGANIZATION OF THE TEXT

This edition retains the four-part organization of earlier editions: the profession, the process, the publics, and the practice. Part 1 describes the current public relations situation, its historical roots, theories, and ethical and legal concerns. Part 2 examines the core issues of the process that underlie public relations, whereas part 3 focuses on the publics that are the object of these efforts. Finally, part 4 summarizes the practice of public relations and looks at the emerging trends of the profession. We believe that this structure truly reflects the growth and development of public relations as an emerging profession.

PEDAGOGY

- Chapters have been updated, while the classic material has been retained. The content truly reflects the direction of public relations in the 21st century.
- Each chapter opens with a *preview* that engages the student in a real-life public relations situation.
- Three appendixes provide practical guidelines for writing, speaking and video production.
- *Mini-cases* in each chapter allow students to "see" public relations in action.
- *Spotlights* in each chapter add material to enhance students' understanding of the chapter's concepts.
- Numerous figures and tables explain and clarify concepts under discussion.
- An *integrating case study* runs through each of the four chapters of part two to help pull together the process of public relations.
- A *case study* at the end of each chapter provides opportunities for student discussion and interaction with the concepts in the chapter.
- Each chapter includes end-of-chapter references.
- Highlighted glossary terms in the text, and a complete end-of-book glossary, focus on terms that are particular to the profession.

WHAT'S FEATURED IN EACH CHAPTER

Chapter One: The Nature of Public Relations

This chapter introduces the reader to the changing nature of public relations, including the new social media. Integrated into this chapter is a section on PR challenges, including strategies for crisis communication, keeping up with new social media opportunities for engaging stakeholders, the evolving global public relations practice, and the changing organizational structure needed to meet those challenges.

Chapter Two: The History of Public Relations

This chapter looks at the historical development of public relations through four overlapping traditions. It highlights key public relations professionals throughout history, and a spotlight provides short biographical sketches of these professionals. Included is

a new spotlight on Betsy Ann Plank, an advocate for students through their organization, PRSSA.

Chapter Three: A Theoretical Basis for Public Relations

Persuasion and social influence theories are illustrated through a mini-case on DaimlerChrysler's StreetWise computer game. The chapter also links the new mixed motive model of public relations with strategies of conflict resolution. A spotlight summarizes nine key research theories in four categories. A new spotlight on James Grunig features one of the most renowned scholars and theorists in public relations.

Chapter Four: Law and Ethics

The developing legal consideration of the Internet is considered in depth, and the chapter has a new focus on financial law looking at the Sarbanes-Oxley Act. The USA Patriot Act is also introduced, and a new end-of-chapter case study features JetBlue.

Chapter Five: Research: Understanding Public Opinion

The research chapter begins the process section with the initial part of the case study that runs throughout the four chapters in this section. The research terms are explained in lay language with a spotlight. Usability research for Web-based material is included, along with an examination of Internet, library, and database resources.

Chapter Six: Strategic Planning for Public Relations Effectiveness

This chapter features a sample plan and budget, along with the second part of the case study that runs throughout this section. A case study highlights Kodak Galleries.

Chapter Seven: Action and Communication

The chapter highlights the importance of Internet writing and includes a spotlight on guidelines for effective Web sites.

Chapter Eight: Evaluating Public Relations Effectiveness

Evaluation software, an examination of Ketchum's extranet efforts, and additional measurement strategies are included in this chapter. An emphasis on measurements that matter is included.

Chapter Nine: Social Media and Traditional Media Relations

The new title of the chapter stresses the importance of social media in today's media relations mix. Social media are highlighted in this chapter with a section explaining the personal, interactive media and how they are changing media relations. Spotlights are on social media terms, social networking, and the blogosphere. There is a new end-of-chapter case on GM using social media to deal with its financial crisis.

Chapter Ten: Employee Communication

This chapter considers the new labor force of the 21st century and its influence on employee communication. It presents the use of blogs as an employee communication tool. The chapter has a case study on maintaining employee relationships during a tragedy.

Chapter Eleven: Community Relations

This chapter provides emphasis on corporate social philanthropy as well as community activism. A spotlight features Kodak's commitment to community relations and a new end-of-chapter case highlights the "Love Is Respect" campaign.

Chapter Twelve: Consumer Relations and Marketing

New to this chapter is an expanded discussion of corporate social responsibility. Also, there is a section on viral marketing and a new case study on Häagen-Dazs cause marketing.

Chapter Thirteen: Investor Relations

An Aflac mini-case on executive pay along with a discussion of influences on investor relations such as the Sarbanes-Oxley Act highlight this chapter.

Chapter Fourteen: Public Affairs: Relations with Government

A new end case study on "fallen heroes" and a new mini-case on Johnson & Johnson before Congress highlight additions to this chapter.

Chapter Fifteen: Public Relations in Nonprofit Organizations

This chapter provides a global perspective on nonprofit work, going far beyond small, well-intentioned community-based programs, and includes a discussion of the challenges faced by nonprofits.

Chapter Sixteen: Corporate Public Relations

This chapter discusses the crucial role that public relations plays in creating and developing a corporation's image and reputation with its key publics, particularly life after corporate scandals. A section on "12 steps on restoring a company's reputation" is included, along with a section on corporate PR reporting. A new end-of-chapter case study on "green jobs" is included.

Appendix 1, Appendix 2, and Appendix 3

Three appendixes provide additional help for students with basic public relations skills: writing, speaking and video.

SUPPLEMENTS FOR STUDENTS AND INSTRUCTORS

The Online Learning Center, available for students and instructors alike, can be found at **www.mhhe.com/lattimore4e**. This useful resource contains a number of assets that students and instructors will want to use throughout the duration of the course.

For the student, these assets include:

- *Self-Quizzes:* Students can assess their comprehension of the chapter concepts by taking practice tests that provide feedback for each answer.

For the instructor, these assets include:

- An Instructor's Manual containing Chapter Summaries, Objectives, In-Class Exercises and Individual Learning Activities, and Essay Questions.
- A comprehensive test item bank with numerous multiple-choice questions for use with each chapter of the textbook.

The following academics reviewed our manuscript and helped us to make it as useful as possible for students and professors:

About the Authors

Dan Lattimore is vice provost for extended programs, dean of University College, and professor of journalism at the University of Memphis. He is also an accredited public relations practitioner, has served as chair of the PRSA Educators Academy, chair of the PRSA Educational Affairs Committee, and president of the Memphis Chapter of PRSA. He also served for 12 years on the Accrediting Council for Education in Journalism and Mass Communication including six years as vice president. He worked in communication for 10 years on U.S. State Department–funded foreign aid projects, producing more than 100 videos, numerous technical reports, booklets, and informational materials. He is the author of five books and numerous sch olarly publications.

Otis Baskin is professor of management at the George L. Graziadio School of Business and Management at Pepperdine University where he served as dean from 1995 to 2001. Dr. Baskin has served as an adviser to management for public and private organizations around the world. He is a frequent speaker to industry and executive groups including the Conference Board, the Family Business Network (Europe), and the International Security Management Network. Dr. Baskin's scholarly achievements include six books, in addition to numerous articles and published papers.

Suzette T. Heiman is director of planning and communication and an associate professor at the Missouri School of Journalism at the University of Missouri–Columbia. Her professional background includes experience in public relations and advertising for nonprofits, and she serves as a consultant to industry. She is an accredited member of PRSA.

Elizabeth L. Toth, PhD, is a full professor and the chair of the Department of Communication of the University of Maryland–College Park. Toth has co-authored *Women and Public Relations: How Gender Influences Practice; The Velvet Ghetto: The Increasing Numbers of Women in Public Relations; Beyond the Velvet Ghetto;* and the PRSA Glass Ceiling Studies. She co-edited *The Gender Challenge to Media: Diverse Voices from the Field.* Toth edited the *Journal of Public Relations Research* for six years. Currently, she co-edits *Journalism Studies,* an international journal. Her co-edited book, *Rhetorical and Critical Approaches to Public Relations,* won the NCA PRIDE Award. She has published over 75 articles, book chapters, and papers. Toth is the recipient of the PRSA Outstanding Educator Award; the Institute for Public Relations Pathfinder Award; and the Jackson, Jackson & Wagner Behavior Science Prize for research. She was inducted into the PRSA College of Fellows in 2010. Her professional public relations experience was in government relations.

Brief Contents

Contents

PART TWO The Process 93

8   Evaluating Public Relations Effectiveness   156

9   Social Media and Traditional Media Relations   178