

PUBLIC RELATIONS

Only study guide for

MNM2607



Department of Marketing and Retail Management
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Pretoria

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INTRODUCTION

Welcome to the module Public Relations (MNM2607). We hope that you will find this module interesting, meaningful and enriching. **This is an online module;** therefore, your module is offered on myUnisa. However, in order to support you with your studies, you will also receive certain study material in printed format. **You will need to activate your myUnisa and myLife e-mail addresses and ensure that you have regular access** to the myUnisa module site MNM2607/Year/S1 OR MNM2607/Year/S2, depending on which year and semester you have registered for, as well as to your e-tutor site. We will make use of various tools on myunisa during the semester so make sure you are familiar with it.

Communication and participation online is vital in online courses. If you have taken online courses before, you may well be familiar with how to participate in online environments. However, if this is the first time you are taking an online course, you may be interested in how to go about communicating in cyberspace. An important issue of online communities is how people relate to each other. As you may know, the internet – cyberspace – has its own culture and accompanying conventions for e-mails, social networks and more formal online environments such as myUnisa, our educational learning management system.

When communicating electronically, people often forget that the person on the receiving end is someone with feelings, facial expressions, gestures and a unique tone of voice. Without being able to observe these communication cues, it is quite possible to misinterpret participants' meaning – in the case of online communication, meaning is usually conveyed by written words only. Because online communication tends to be less personal, it would be a good idea to familiarise yourself with guidelines on netiquette (social codes/etiquette for the internet, available, at <http://www.albion.com/netiquette/corerules.html>). These guidelines will give you useful information about participating in online discussions, such as how to address one another and making sure you “know what you're talking about and make sense” (see rule 5).

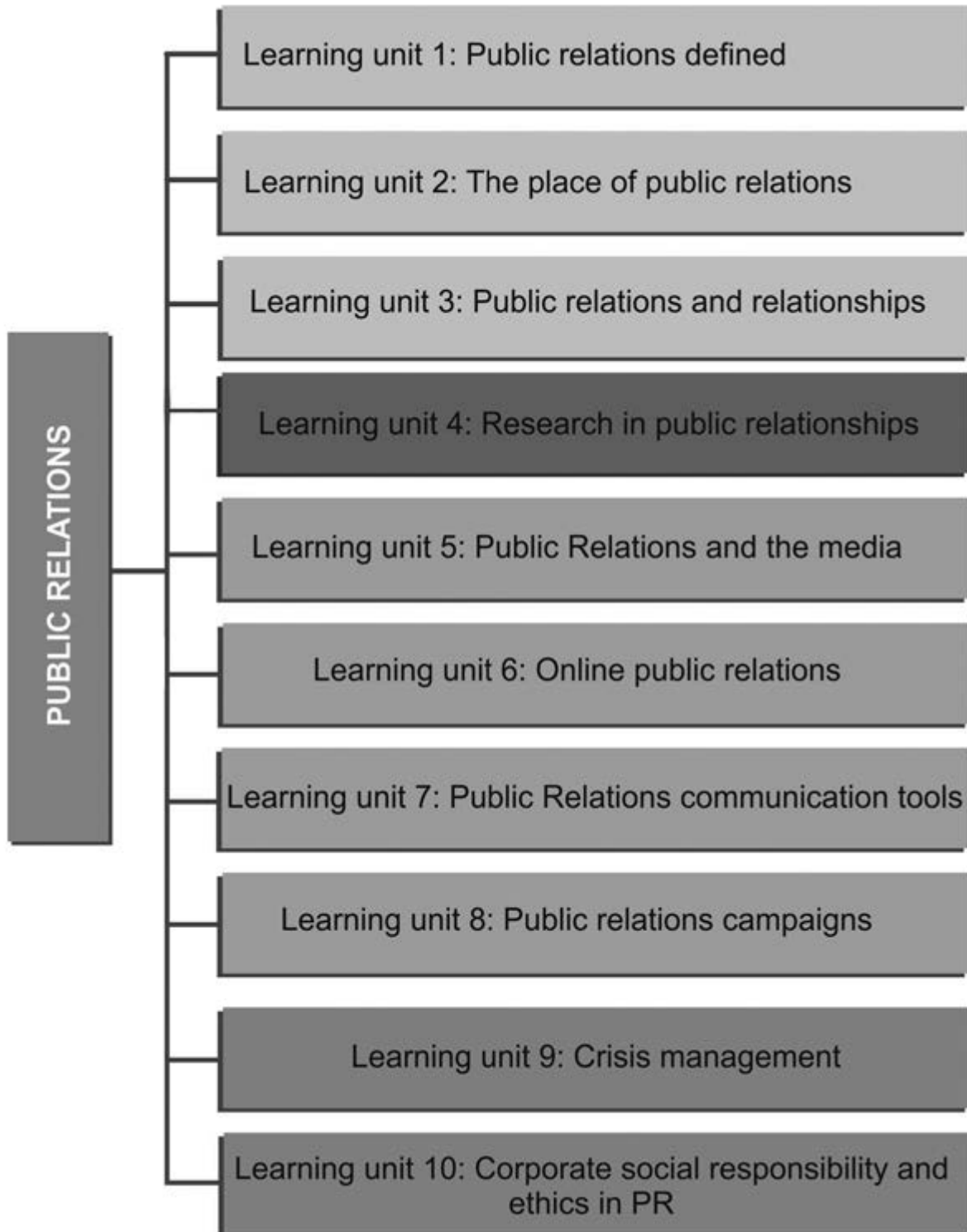
Please note that when participating in the online discussions, we strongly recommend that you direct your responses to your lecturers and fellow students by addressing them at the opening of your response. Also, when you end your contribution, sign off by using your name (or title and surname). this will serve as an indication of how you would like your lecturers and fellow students at address you.

We urge you to make an effort and commit to following these guidelines to ensure that your communication and actions online are respectful.

Now, to get started, please access **Forum 1: Student Lounge** and introduce ourself to our fellow students (Discussion 1).

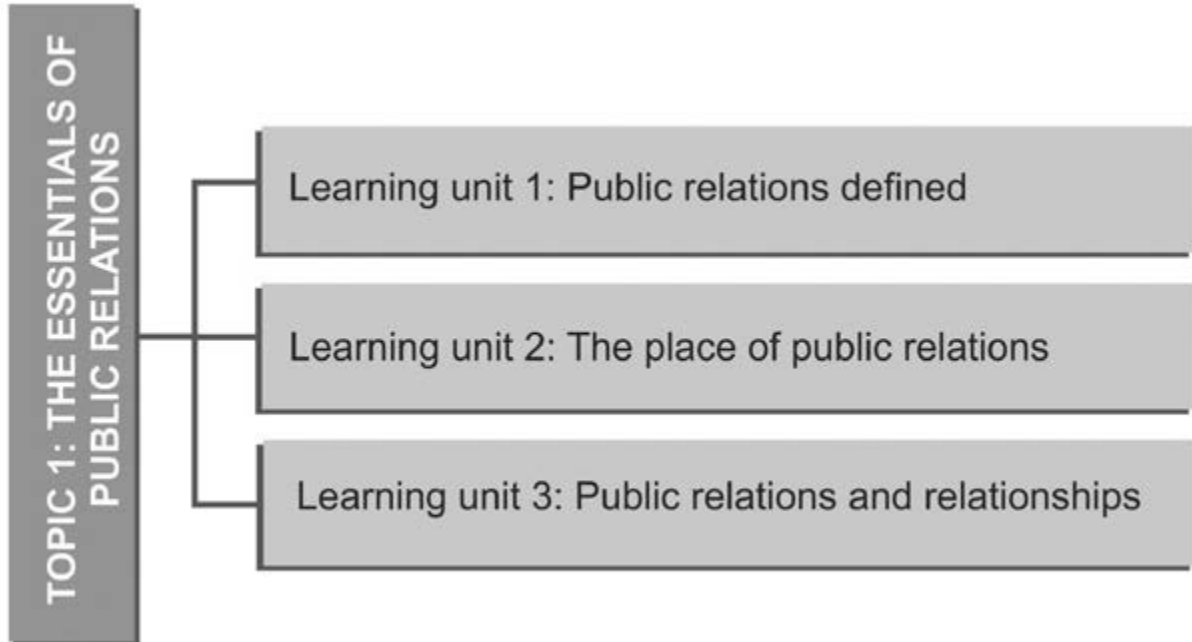
Familiarise yourself with the online environment and tools before the module commences. We look forward to witnessing our progress at a personal and professional level during the year.

It is truly a pleasure having you as a student, and we would like to take this opportunity to wish you every success with your studies.



TOPIC 1

The essentials of public relations



LEARNING UNIT 1:

PUBLIC RELATIONS DEFINED

INTRODUCTION

Bill Gates once said: “If I was down to my last dollar, I’d spend it on Public Relations”. PR is a powerful tool and should not be underestimated. In today’s corporate environment the value of PR has increased drastically. The top management of an organisation needs to show the outside world that the company cares about the environment, their customers and the general man on the street. Think about your favourite brand. What is the PR image they portray to the outside world?

Now that you understand the importance of PR in an organisation it is important to understand the definition of PR. As it stands there are different definitions of the term PR. For this learning unit only one definition will be explained. All the aspects of the definition will be clarified as well as the PR planning process and all its various components. Important questions will also be answered like where in an organisation PR should be placed, the place of PR in society and what is the professional associations in PR.



The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Define public relations
- Explain the development of public relations
- Discuss the functions and characteristics of public relations in detail
- The PR planning process will be discussed. Explain the public relations planning process with the aid of practical examples

1.1 PR DEFINED



Study this section in the prescribed book

By reading the introduction and overview of this learning unit you would have realised the importance and role of PR as a strategic component of the overall business plan of the organisation. Therefore it is important to understand what PR means. You will notice in your prescribed book that under the PR defined banner, PRSA (Public Relations Society of America) initiated a crowdsourcing campaign and public vote that produced the following definition. “PR is an organisation’s effort to win the cooperation of groups of people and its purpose is to help an organisation and its publics adapt mutually to one another”. Nevertheless you will see that PRISA expands on the definition and explains that “PR in its simplest form is a relationship with publics and defines it as the distinctive management function which establishes and maintains mutual communication, understanding, acceptance and cooperation between an organisation and its publics.” The word public can be defined as a group of people with an interest in a specific organisation, matter or concern.

In the next section we will look at the development of PR.



After finishing this section you need to understand the definition of PR.

1.2 THE DEVELOPMENT OF PR



Study this section in the prescribed book

PR has developed over the years into an important department in every business. In this section we look at this development of PR since the beginning. This section of the learning unit can be divided into three sections, namely the early background of PR, PR in South Africa and Contemporary PR.



After you have studied this section you need to understand where PR started and how it developed in South Africa. Also, make sure you can explain the four factors of contemporary PR.

1.3 THE FUNCTIONS AND CHARACTERISTICS OF PR



Study this section in the prescribed book

If you think about PR there are certain characteristics and functions that come to mind. We will firstly look at the characteristics of PR.

1.3.1 Characteristics of PR

If you want to work in the PR department of a company you need to be able to adapt to change as PR is constantly changing. Once a problem arises at a company you need to provide solutions to the problem, thus you need logical analysis. In PR you need to be able to devise a clear strategy in order to solve problems. You will then have to successfully implement and execute it in a proactive manner. It is of no use one has a clear strategy but it isn't implemented properly or it is implemented too late. PR requires performance assessment and control measures. Once the strategy has been implemented the results need to be assessed so that the company can learn what to do differently in the future. PR requires flexibility as changes will most likely need to be made during the implementation process.

As you can see it takes a very specific type of person to be a PR practitioner. Which makes it more challenging is that the person should be able to do all of this under pressure. Let's look at the type of main functions a PR practitioner will need to handle on a daily basis.

1.3.2 Functions of PR

The functions of PR or a PR practitioner can be seen in your prescribed book. Here follows a practical summary of the functions in the prescribed book:

- *Research* – The organisation needs to know what is going on in the industry at all times and how it will impact the company, its stakeholders and their image.
- *Planning and advising* – The PR department or practitioner will have to determine the needs, goals and priorities of the organisation in order to solve problems and collaborate with management/customers to do this.
- *Media relations and placement* – The organisation needs to work closely with media houses and have a good relationship with them. This will result in the correct message being published at the right time and will provide power in negotiations for publishing.
- *Organising* – This is one of the exciting parts of PR where the PR practitioner gets to arrange an array of events and media conferences.
- *Writing and editing* – The public relations team need to be able to produce professional documents and correspondence relating to the company, which can increase the credibility of the company.
- *Production* – Creating communication that the stakeholders can understand and relate to by using art, photography, design and audio-visual presentations.
- *Speaking* – The organisation needs to speak to their stakeholders. The public relations practitioner will handle the speaking or plan the responses, monitor the effectiveness and evaluate the impact.
- *Training* – The staff and shareholders of the organisation should know exactly how and when to deal with the media. It is the public relations department's duty to train everyone on how to handle the media.
- *Management* – The management function include the management of a team, the public relations budget and the action programmes of the department.

In the next section the PR planning process will be explained in more detail.



After studying this section you need to be able to discuss the functions and characteristics of PR.

1.4 THE PR PROCESS



Study this section in the prescribed book

A very important aspect of this study unit is the PR process since everything discussed further on in this module should be brought into context with the four main steps of the process. These four steps are covered in the prescribed book and can be seen in the left hand column of the table below. The heart of the PAR process lies in the second stage of planning the programme. The steps in the PR planning process can be seen in the right hand column of the table below and are discussed in detail in your prescribed book.

Let's look at a practical example to explain the PR process.

TABLE 1.1: Where the PR planning process fits into the PR process

PR Process	PR Planning Process
Stage 1: Researching and defining issues and concerns	
Stage 2: Planning the programme	Step 1: Determine PR and publicity objectives
	Step 2: Determine the target market
	Step 3: Plan the communication methods
	Step 4: Plan the key messages
	Step 5: Plan the key strategies/tactics
	Step 6: Time period
	Step 7: Budget for specific project
Stage 3: Implementing the programme	
Stage 4: Evaluation	

Baby Boo Company specialises in baby food for the working mom. The latest batch of baby food manufactured accidentally had more added colorants than normal. Thus there were babies all over the country that developed a rash. The PR department of Baby Boo planned their PR campaign by following the stages of the PR process:

- The PR department did research on what the cause of the rash was, what areas (geographically) were affected, how many baby food bottles are still on the market, and how many babies developed the rash that Baby Boo knows of.
- The PR department put a plan into action on how they are going to approach the moms whose babies were affected. The PR department decided on sending out a press release to apologise to the public and tell them what new processes are in place to make sure it doesn't happen again in the future. They also decided

on giving the parents of babies that were affected by this a year supply voucher so they can buy as much of the Baby Boo Food as they require. Baby Boo paid for any medical treatment that the babies had to have as a result of this mistake.

- They also approached all baby magazines (e.g. Your Baby magazine) to publish the press release in their next issue asking parents to contact them with information or queries.
- The PR department evaluated the campaign afterwards to determine if their plans worked or if they need to implement other plans to rectify the issue. They also sent out a questionnaire to a sample of parents to rate them on their handling of the issue.



After you have studied the theory in the prescribed book you should know the stages in the PR process and be able to apply them practically. You should also be able to discuss the pre-planning process with practical examples.

1.5 ACTIVITY 1



Online activity

Access the video: **What is PR?**

<https://www.youtube.com/watch?v=UCiK5-R2c0I>

After studying this learning unit and watching the video above go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 1: Learning unit 1 – I believe PR is...**

Based on your understanding of PR discuss the following on the discussion forum: Do you agree with how this company in the video defines PR? Is there anything in the video that you disagree with? Do you want to add anything?



SUMMARY

In this learning unit you have learned what the definition of PR is and what the role of PR is in an organisation. You were also given a brief overview of the history of PR. After we have worked through the history and definition of PR we moved on to the theoretical part of PR and what it entails. The functions and characteristics of PR were explained as well as the stages in the PR process and the planning process. In the next learning unit we will have a closer look at the place of PR and its link to marketing, advertising, branding and publicity.

SELF-ASSESSMENT QUESTIONS

- (1) Write a definition of PR that emphasises building and maintaining relationships between organisations and their publics.
- (2) What are the key functions of PR?
- (3) What are the stages in the PR process?
- (4) Discuss the characteristics of PR.
- (5) Discuss the PR planning process.



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LEARNING UNIT 2

THE PLACE OF PUBLIC RELATIONS

INTRODUCTION

There are many shared aims between marketing, advertising, branding and publicity and PR. But there are definitely differences between these functions. Let's look at a practical example to explain the different functions. The Soccer World Cup is being hosted in Brazil. The Minister of Sport communicates to the people of Brazil by using the following functions. He advertises in the local newspaper (advertising), articles are written in newspapers and magazines about the players and event (publicity), the Soccer World Cup logo is printed on all communication and memorabilia (branding), planned strategic marketing plans for the World Cup are drawn up (marketing) and press releases of statements from the Minister regarding the event are sent far and wide (PR).



In the previous learning unit you learned what the definition of PR is and what the role of PR is in an organisation. In this learning unit we will explain what the place of PR is in the organisation and society. The unit will focus on PR and marketing, advertising, branding and publicity. People often confuse the 5 functions, thus we are going to differentiate PR from them.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Explain the place of public relations within the organisation and society.
- Distinguish between public relations, marketing, advertising, branding and publicit.

2.1 THE PLACE OF PR IN THE ORGANISATION AND SOCIETY



Study this section in the prescribed book

PR is part of the integrated marketing communication (IMC) function. The place and role of PR will depend on the size and goal of an organisation. Let's look at a practical example. You as the PR practitioner of Supersaver Department stores need to embrace the following measures for the PR function to be successful:

- The top management of Supersaver Department Stores needs to be involved in the PR function and show their support.
- The PR practitioners employed by Supersaver needs to be competent.
- Supersaver's policy-making needs to be centralised.
- There needs to be two-way communication between the internal and external public of Supersavers.
- Supersavers need to co-ordinate the planning and executing of the strategy.

The perception of PR in society can be negative. People think companies use PR to hide or minimise their problems. Thus organisations need to use PR ethically and educate the society on the correct meaning of public relations. This is dealt with in your prescribed book.



After studying this section you need to be able to explain the place of PR in the organisation and in society.

2.2 MARKETING AND PR



Study this section in the prescribed book

Before we start lets define what marketing is. Marketing is “a managerial and social process by which organisations and individuals acquire what they need, want or desire through the creation and exchange of value with others”.



Can you still remember what the definition of PR is? Go back to learning unit 1 if you are unable to remember. Can you see that there are differences between marketing and PR?

PR and Marketing are often confused. The differences between PR and marketing are listed in your prescribed book and the distinct differences can be found in the elements in table 2.1 below:

TABLE 2.1: Difference between marketing and PR

Element	Marketing	Public Relations
Cost	Expensive communication methods	Mostly free communication in the form of publicity.
Control	Complete control over communication	Hand over the control of communication to external parties
Longevity	Repetition of communication over a long-term (high impact)	Press release will not be published over a long period of time (low impact)
Credibility	Low credibility	Higher credibility



It is very important to know the difference between marketing and PR, make sure you know how to apply the theory to practical examples.

2.3 ADVERTISING AND PR



Study this section in the prescribed book

As was seen in the previous section, advertising is a tool that is used in marketing. Advertising can be defined as a “marketing communication tool with the intention of sharing ideas, creating awareness, influencing decisions and reminding target audiences about specific products, services and brands” (Fourie, 2014:20). Let’s consider the differences between PR and advertising.

2.3.1 The differences between PR and advertising

The differences between PR and advertising are summarised in your prescribed book. Let’s look at a practical example of advertising and PR.

The company *I Love Chicken* launched an advertising campaign on television where they used comedian Rob Croft to show how he loves his *I Love Chicken* burger. They also launched a campaign where they give R5 from every burger sold to a soup kitchen in the city.



Can you see the difference between advertising and PR in the example?

From the example you can see that the television advertisement is advertising and the donation to the soup kitchen is PR. The next part of the learning unit will explain what channels and media a company can use for advertising and the types of advertising activities.

2.3.2 Advertising channels, media and types of advertising activities



Can you think of all the different types of channels and media that an organisation can use to advertise their product or service? Make a list of all the advertising channels you have seen today all around you.

After making your list, compare it to the advertising channels and media discussed in your prescribed book. Types of advertising activities can be classified into several groupings that relate to the purpose, target audience, geographical area and medium.



After studying this section you should be able to define advertising, know the difference between advertising and PR, the advertising channels and media, the types of advertising activities and be able to practically apply it.

2.4 BRANDING AND PR



Study this section in the prescribed book

Jeff Bezos, CEO and founder of Amazon has a famous quote about branding: “Your brand is what other people say about you when you’re not in the room.” Branding can be defined as “the creation of a clear and consistent message for a product, service or organisation” communication (Fourie, 2014:23).

Branding helps customers to differentiate between similar products in the same category, while PR is responsible for communicating these differences to the various publics and stakeholders.

Brand publicity involves using specific aspects of PR, such as press releases and articles, to increase and spread the news about a certain brand. A brand name helps an organisation differentiate itself from its competitors. Customers often build up a relationship with a brand that they trust and will regularly purchase products from that brand. Some people will only purchase a particular brand even though there are acceptable alternatives on the market.



After studying this section in your prescribed book you should be able to define branding and discuss the difference between branding and PR.

2.5 PUBLICITY AND PR



Study this section in the prescribed book

Publicity is one of the many communication tools used in public relations that will be discussed in detail in learning unit 7. Study the diagram in your prescribed book on the PR and publicity process. Here you will see that both have the objective of influencing public opinion.



After studying this section in the prescribed book you should know that there is a small difference between publicity and PR.

2.6 ACTIVITY 2



Online activity

After studying this learning unit go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 2: Learning unit 2 – Functions of Supersaver Department Store**.

On the discussion forum, you need to indicate if you believe the below activities are public relations, marketing, advertising or publicity and motivate your answers. You are the Marketing and Communications Manager for the company Supersaver Department store, during the previous Executive Committee (Exco) meeting the Exco members decided to implement the activities below. You need to indicate if it is PR, marketing, advertising or publicity:

- (1) **Billboard:** The Exco members want to erect Supersaver Billboards all over Gauteng.
- (2) **Newspaper story:** They want to approach the local newspaper to do a story about the new CEO that was appointed the previous month.
- (3) **Marketing plans:** They want to sit down with the marketing team and develop a set of marketing plans.
- (4) **Press release:** The Marketing and Communications Manager should write a Press release about the recent food shortage in the country.



SUMMARY

Marketing consists of many different aspects that need to be incorporated and synchronised to make it effective. PR is an important function that shouldn't be neglected. In this learning unit PR in an organisation and society was discussed. The relationship between marketing, branding, advertising, publicity and PR was discussed. You need to have a clear understanding of the definition of the functions as well as the differences between them and PR. The next learning unit will discuss the importance of relationships in PR.

SELF-ASSESSMENT QUESTIONS

- (1) Briefly discuss the role of PR in the organisation.
- (2) Explain in detail the differences between PR and Marketing.

- (3) Describe the differences between PR and advertising.
- (4) Explain the different types of advertising activities.
- (5) Discuss the differences between branding and PR.



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LEARNING UNIT 3

PUBLIC RELATIONS AND RELATIONSHIPS

INTRODUCTION

The concept of relationships and relationship management has received a lot of attention in recent years and the importance thereof cannot be emphasised enough. While a lot of focus has been placed on establishing relationships with customers, the significance of relationships with a company's other stakeholders cannot be ignored. Just imagine a company wants to launch a new product. If the company already has well established relationships with the various media partners it would be much easier to obtain the necessary publicity for the launch of the product. Similarly, if the company has a well-established relationship with its customers, the company is more likely to obtain favourable buy-in from customers much quicker, versus a company that is new in the industry. On the other hand, if the same company has a crisis that needs a quick PR fix, it is much easier to rectify a tarnished image if the company has positive, well-established relationships with the various stakeholders involved versus a company that has not. How this crisis is dealt with will have a significant impact on the relationships already established, and how it is perceived by the various stakeholders will also depend on the relationships already established. Creating win-win relationships between all the parties involved is crucial for a company to succeed and it therefore necessitates further discussion.



Now that you have a better understanding of why it is necessary to establish relationships with a company's various stakeholders, it is important to understand how to establish and manage effective relationships with the different parties involved. This forms the foundation of this learning unit, which first of all explains the meaning of the concept of relationships from a PR perspective. Thereafter attention turns to the characteristics and benefits of effective relationships. The unit also addresses the different stakeholder groups involved in PR and concludes with a number of actions that companies can take when building relationships with the various stakeholder groups involved.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Discuss the meaning of a relationship in the PR context.
- Discuss the characteristics and benefits of effective relationships.
- Discuss the key stakeholders in PR.
- Explain the actions that can be taken when building relationships with the various stakeholders in PR.

3.1 THE MEANING OF RELATIONSHIPS IN A PR CONTEXT



Study this section in the prescribed book

Relationship marketing is not a new term and while differences exist between the different definitions of relationship marketing, there are a few basic elements that are encompassed in all of the definitions. As such relationship marketing is seen as a concept of marketing theory that entails:

- Identifying the customer and stakeholder groups with whom relationships should be established;
- Focusing on attracting, maintaining and retaining customers and suppliers, and if necessary terminating the relationship if it is not mutually beneficial anymore;
- Establishing long-term, mutually beneficial relationships with the various stakeholder groups;
- Offering value on a consistent basis;
- Cooperation, trust, commitment and information sharing between the parties involved; and
- Pricing in such a way that encourages repeat sales, loyalty and referrals, while still maintaining profits.

By establishing relationships with customers, companies are not only increasing sales and profits, but are also able to cut their costs since it is cheaper to maintain a relationship with a current customer than to spend time and money on attracting a new one. From a PR point of view, the focus is not so much on the marketing side of it where it aims for customer satisfaction with products or services but more on managing customers' attitudes and interests towards the company. PR practitioners realise that establishing viable and long-term relationships with all their stakeholders are crucial if they want to earn understanding and acceptance on the long run. As such, regular communication is the crux of relationship marketing in a PR context.



After studying this section in the prescribed textbook, you should be able to explain relationship marketing from a PR point of view.

3.2 THE CHARACTERISTICS OF EFFECTIVE RELATIONSHIPS



Study this section in the prescribed book

TOPIC 1: THE ESSENTIALS OF PUBLIC RELATTONS

Whether you are establishing a relationship with a friend or family member or whether it is a company looking to establish a relationship with its various stakeholders, there are certain characteristics that are crucial if this relationship is to succeed. Probably the most important of them all is that the relationship should have a win-win focus for all involved.

Let's assume a customer is signing up for a two-year cell phone contract with a service provider. For two years this customer has a commitment to this service provider and vice versa. On the one hand, the service provider is mainly looking for a customer that will commit to this contract and who will pay his/her account on time, every month. On the other hand, the customer is looking for a reliable service that will make his/her life easier. Both parties need each other. The service provider needs customers in order to make a living and the customer needs a cell phone contract in order to stay in touch with the world. Both parties go into this relationship knowing what is expected of them and by signing the contract both parties agree to deliver what has been agreed on – a win-win relationship.

To illustrate the other characteristics of effective relationships (i.e. a long-term focus and commitment, trust and collaboration), let's look at a fast food company establishing a relationship with a meat supplier. For this relationship to be effective, both parties must agree on what they want to achieve out of the relationship (win-win focus). For example, the fast food company is looking for consistently high quality materials (e.g. good quality meat for patties every time). The meat supplier is looking for a company that will buy their meat on a continuous basis and who will diligently pay their account. The relationship might start off with a few one-off transactions as both parties need to get a feel for one another. If both parties are satisfied with the first, second and third transactions, both parties might consider going into partnership on a more long-term basis. While trust has been established with the first few transactions, it is crucial that both parties maintain this level of trust by still delivering high quality meat, and still paying the meat supplier as initially arranged. Both parties realise they need each other for their businesses to grow and be profitable. Both parties want to make this relationship work.



After studying this section in the prescribed textbook, you should be able to explain and apply the different characteristics of effective relationships.

3.3 THE BENEFITS OF EFFECTIVE RELATIONSHIPS



Study this section in the prescribed book

For a relationship to be mutually beneficial, it is important that the various stakeholders know exactly what benefits they are deriving from the relationship. To explain the benefits better, let's consider a legal firm opening an account with a courier company. Let's relate this to the theory:

- **Knowing your customer:** The courier company needs to find out from the legal firm what type of packages they need to deliver, where to, how often and

how they would like to pay. This can be discussed in a first meeting between the legal firm and a representative from the courier company.

- **Creating value:** Once the courier company has a better understanding of the legal firm's needs and requirements, they are able to offer them an account that will suit their needs.
- **Customer retention:** If the legal firm makes use of the courier company once or twice and they are satisfied with the service they are receiving, they will most definitely make use of the courier company's service again on a more regular basis. Thus, the courier company keeps the legal firm as a customer.
- **Retention leads to loyalty:** If both parties play their part – paying on time and delivering packages on time – the relationship will only grow stronger and the legal firm will become loyal to the courier company and will not even consider looking at other courier companies.

Employee loyalty and investor loyalty are also benefits of effective relationships. Employees play a crucial role in building relationships with customers since they are usually the first point of contact. So for example, a personal banker is the voice between the bank and the customer. If employees (e.g. personal bankers) are satisfied in their jobs they are usually loyal to the company (i.e. bank) and because of their loyalty deliver excellent service. This in return leads to satisfied customers, who then become loyal to the company (i.e. bank). It is therefore crucial to ensure that employees are satisfied in their jobs by motivating and rewarding them appropriately, recruiting the right people, involving employees, creating opportunities for future development and empowering them.



After studying this section in the prescribed textbook, you should be able to discuss the benefits of effective relationships.

3.4 THE KEY STAKEHOLDERS IN PR



Study this section in the prescribed book

PR practitioners need to be able to speak to a multitude of audiences and more importantly they need to know how to adapt their approach when speaking to the different audiences. The way you deal with investors and the information that you convey to them, will be different than the information and the way in which you address the employees, consumers or government. Probably one of the first responsibilities as a PRO relates to identifying the different stakeholder groups that are important to the company. Let's look at an example.

Assume there was a train accident and two passenger trains collided with one another. Two companies would be involved in this situation. On the one hand you have the company that is responsible for managing the train and the operation thereof and on the other hand you have the company that is responsible for the train tracks and the management thereof. They will have to work together in dealing with this situation, while the investigation as to what exactly happened is going on. The time for dealing with it is now.

TOPIC 1: THE ESSENTIALS OF PUBLIC RELATIONS

Both companies involved with this accident have a very urgent and important PR role to fulfil. People are looking for answers. They will have to address some of the following stakeholder groups:

- Employees involved in the accident, as well as the other employees and train drivers still on the job. Explain to them what happened and keep them calm so that they can still focus on the situation at hand. They will also receive phone calls from people wanting to know what happened and what is going on. The employees need to know the correct protocol to deal with these calls.
- Management, Shareholders/Investors and Board of Directors would also like to know what happened and what is going on, but more importantly, they would like to know how the situation is being handled and what this will mean for the company's reputation and share price.
- Since it is two passenger trains that collided, it is crucial that the company communicate with customers and the local community. Customers will be very sceptical to get on another train. First of all, the company needs to empathise with the situation and those who got injured during the accident and their families. Secondly, they need to explain what happened and what is being done to rectify the situation. And thirdly, they need to explain what steps are being taken to ensure this does not happen again. In cases where customers/passengers were injured, the company also needs to explain what course of action can be taken if medical assistance is needed and how they will be compensated for it.
- The companies also need to address the representatives of the trade unions to which the train drivers and involved personnel belong. The trade unions would like to get an understanding of how the companies will compensate for any injuries incurred during the accident and also who is responsible for the accident and what course of action will follow.
- Lastly, the media is also a crucial stakeholder group to communicate with. You want to contact them first before they hear the story via the grapevine. Both companies' reputation is at stake here and the media plays a crucial role in how these reputations are managed.



After studying this section in the prescribed textbook, you should be able to clearly differentiate between the various stakeholder groups and be able to apply it to a case study.

3.5 ACTIONS WHEN BUILDING RELATIONSHIPS WITH THE VARIOUS STAKEHOLDERS IN PR



Study this section in the prescribed book

For relationship-building strategies to be successful it is necessary to have a few strategic initiatives in place in terms of management, processes and people. In addition to the actions explained in the prescribed textbook, some other initiatives include the following:

- **Leadership.** For a relationship-building strategy to work it is crucial to have top management's buy-in to drive this initiative throughout the company. They must have the vision to see the value in establishing relationships with the various stakeholders and this must be communicated to the rest of the employees.

- **Processes.** All the processes of the company should be planned with the customer in mind. This might necessitate changes to the current procedures of how things are done, but in the end the company should focus on putting the necessary procedures in place in order to create value for the customer.
- **Technology.** The importance of technology in today's marketplace is inevitable and companies are increasingly using technology to make communication with customers easier, and also to customise the service offering according to each individual customer's needs. Whether using e-mails, websites or social media to communicate with the stakeholders, the PR practitioner's responsibility is to ensure that a consistent image is conveyed throughout.
- **An integration of relationships.** Delivering good value to customers are not only one company's responsibility, but rather a chain of companies working together with the same goal in mind. The strength of the relationships between all the stakeholder groups will influence the success of the value created.



After studying this section in the prescribed textbook, you should be able to explain and apply the different actions that companies can use when building relationships.

3.6 ACTIVITY 3



Online activity

Access the video: **Robben Island Balloon Run**

<https://www.youtube.com/watch?v=YM3yV62liVo>

After studying this unit and watching the video above go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 3: Learning unit 3 – Stakeholders** and identify the various stakeholders involved in the Robben Island Balloon Run campaign. Also indicate if they are internal or external stakeholders or part of the broader community, remember to motivate your answer. Explain how you would go about building relationships with the different stakeholder groups and highlight what message you need to convey to each group.

3.7 ACTIVITY 4



Online activity

Access the link: **Carling Black Label: Be the Coach Case Study**

<http://www.ogilvy.co.za/2011/11/carling-black-label-be-the-coach-case-study/>

After studying this unit and watching the video above go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 4: Learning unit 3 – Be the coach** and discuss whether you think Carling Black Label succeeded in building a relationship with their stakeholder using this campaign.



SUMMARY

This learning unit focused on the important role that building effective relationships play within the PR environment. The characteristics of effective relationships were discussed looking specifically at the benefit for both parties involved, a long-term focus, an element of trust and a willingness to become partners. In addition the benefits of effective relationships were explained whereby companies are able to get a better understanding of what their different stakeholders want and in response create the value that they want, thereby strengthening the relationship which in the end leads to loyalty. The different stakeholder groups, with which PR practitioners need to communicate, were identified and the learning unit concludes with a number of strategies that are needed to build effective relationships. This concludes then the discussion on relationships in PR. Attention now turns to the significant role that research plays within the PR context. With so much pressure on companies to show the results of their PR activities, the value of research cannot be emphasised enough and it therefore necessitates a detailed discussion.

SELF-ASSESSMENT QUESTIONS

- (1) Briefly define the concept relationship marketing and indicate the importance thereof from a PR perspective.
- (2) Explain in detail the characteristics of effective relationships and apply it to the relationship between a company and its employees.
- (3) Discuss the benefits of effective relationships in detail and support your answer with examples relating to the relationship between a company and its customers.
- (4) Clearly differentiate between customer loyalty, employee loyalty and investor loyalty and support your answer with practical examples.
- (5) Clearly differentiate between internal stakeholders, external stakeholders and the broader community and provide an example of each.

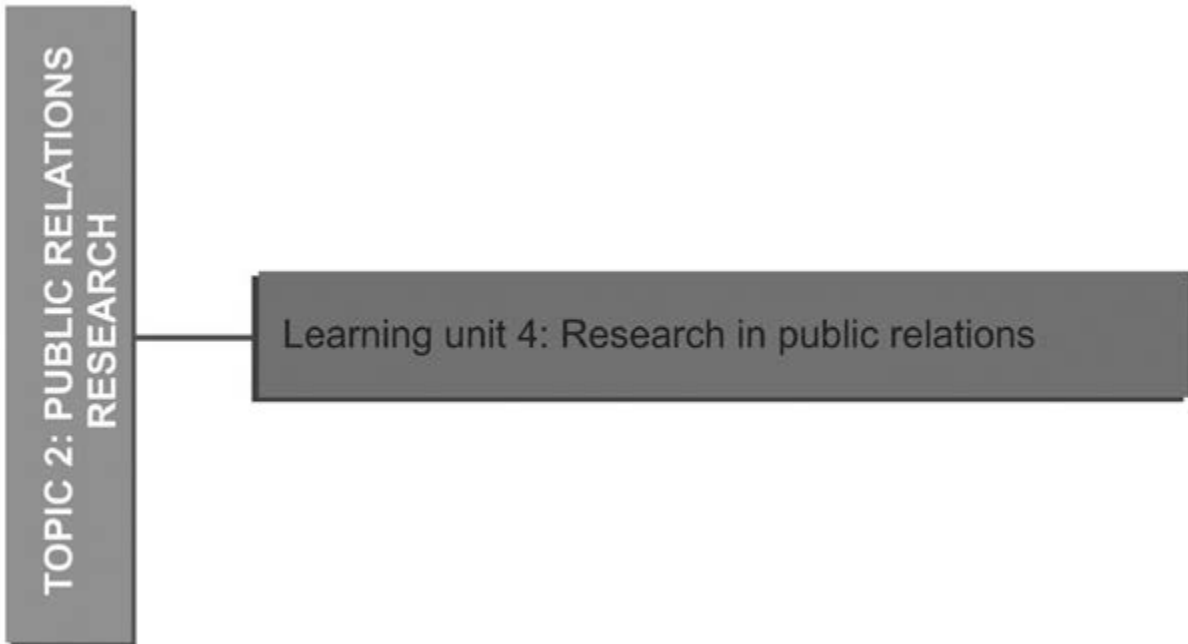


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TOPIC 2

Public relations research



LEARNING UNIT 4

RESEARCH IN PUBLIC RELATIONS

INTRODUCTION

Research is an important element in various activities within an organisation. It provides information that is necessary to make correct and relevant decisions. In order for public relations to be effective and efficient, it needs to have access to relevant and reliable information.



We start this learning unit with a brief discussion of public relations and research. The majority of the learning unit will deal with the steps in the public relations research process. The learning unit will end with a discussion on the best practices in PR.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Describe the importance of PR research.
- Discuss the steps in the PR research process, with the aid of practical examples.
- Explain best practices in PR research.

4.1 PUBLIC RELATIONS AND RESEARCH



Study this section in the prescribed book

Research track and monitors the environment to make sure that the organisation stays well informed. If thorough research is not conducted it can lead to unnecessary wasting of organisational resources. In the next section we will look at the steps that need to be followed when conducting PR research.



After studying this section in the prescribed book you will understand the importance of research in PR.

4.2 PUBLIC RELATIONS RESEARCH PROCESS



Study this section in the prescribed book

As we have seen in the section above, research is an important part of PR. To ensure that research is conducted in the correct manner, we follow a nine step PR research process which is discussed in detail in your prescribed book. Let's consider a practical example that guides you through all of the steps.

Lilibell Airlines operate daily domestic flights in South Africa. During a flight from Cape Town to Johannesburg a technical problem occurred which resulted in the pilot having to do an emergency landing. The cabin crew handled the situation brilliantly and everyone was in shock but safe. The airline, however, believes that damage was done to their image.

Firstly the problem needs to be identified and formulated. In this case, the plane had to make an emergency landing which could have placed doubt in customers' minds about the safety of Lilibell Airlines. Secondly, the airline needs to set their research objectives. The research objective set for this study is to determine if flyers have a negative perception of safety on their flights. In the next step Lilibell Airlines need to determine what information or data they need to reach their objective set in the previous step. They will need to determine how flyers feel about the safety of Lilibell Airlines. In step 4 they will first conduct secondary research. Secondary research is when historical data is gathered and analysed to see if the answer to the problem has not been collected yet. Lilibell Airlines have not had a similar situation in the past, they, however, examined reports of other airlines that had a similar situation and how they handled it. Although they learnt from the process they still do not have the information needed to reach their objectives that was set. They move onto primary research which is when data is collected for a specific problem at hand. In this step they also need to determine the research design that they will use. They identified qualitative research as the best method for their objective as they want in-depth understanding of the perceptions flyers have of the safety of the airline. In the next step they need to select a primary research method. The airline decides to do focus groups with existing customers as they can collect more detailed data with the use of focus groups. In step 6 the research frame needs to be determined. This is where the individuals that will take part in the focus group will be identified and selected. They decide to sample them using probability sampling as it is the best way to get a representative sample. The data that is needed is gathered by conducting the focus groups and all the opinions and perceptions of customers are recorded for analysis (step 7). In step 8 the data is coded and analysed and lastly the findings are presented to the management of Lilibell Airlines in the form of a presentation as well as a written report.



Make sure that you understand the theory in the prescribed book for each step and that you are able to apply it practically to any case study that you are presented with.

4.3 BEST PRACTICES IN PR RESEARCH



Study this section in the prescribed book

Due to the fact that research has been in existence for a long time, researchers have established what works well and what does not work in order to get the best results out of a research study. In the last section of the prescribed book you will see that there are three steps that need to be incorporated in the research methods and producers to ensure application of best practice. These are:

- Clear and well-defined research objectives.
- Rigorous research design; and
- Detailed supporting documents.



After studying this section in the prescribed book you should be able to discuss the best practices in PR research

4.4 ACTIVITY 5



Online activity

Access the video: **eNCA: A cigarette butt could be behind Cape Town's raging fires**

<https://www.youtube.com/watch?v=g3iNU-FU3Pk>

After studying this learning unit and watching the video above go to Forum 3: Activity Lounge on your e-tutor site and participate in Discussion 5: Learning unit 4 – Public relations research. You are the public relations practitioner for the City of Cape Town. Explain how you would go about conducting research after this situation to increase awareness amongst residents and tourists on the dangers of veld fires and its causes.



SUMMARY

The importance of research in public relations is evident after studying this unit. If we do not monitor, track and measure actions taken by the organisation and in the environment we will always be a step behind our competitors. The steps in the research process make it easy to guide research in a systematic way. Because research have been done for so many years and in so many industries, it has been tried and tested to know which methods work the best. In the next learning unit the media tools that public relations practitioners have to their disposal will be discussed in detail.

SELF-ASSESSMENT QUESTIONS

- (1) Briefly discuss the steps in the public relations research process.
- (2) Describe the importance of research in public relations.

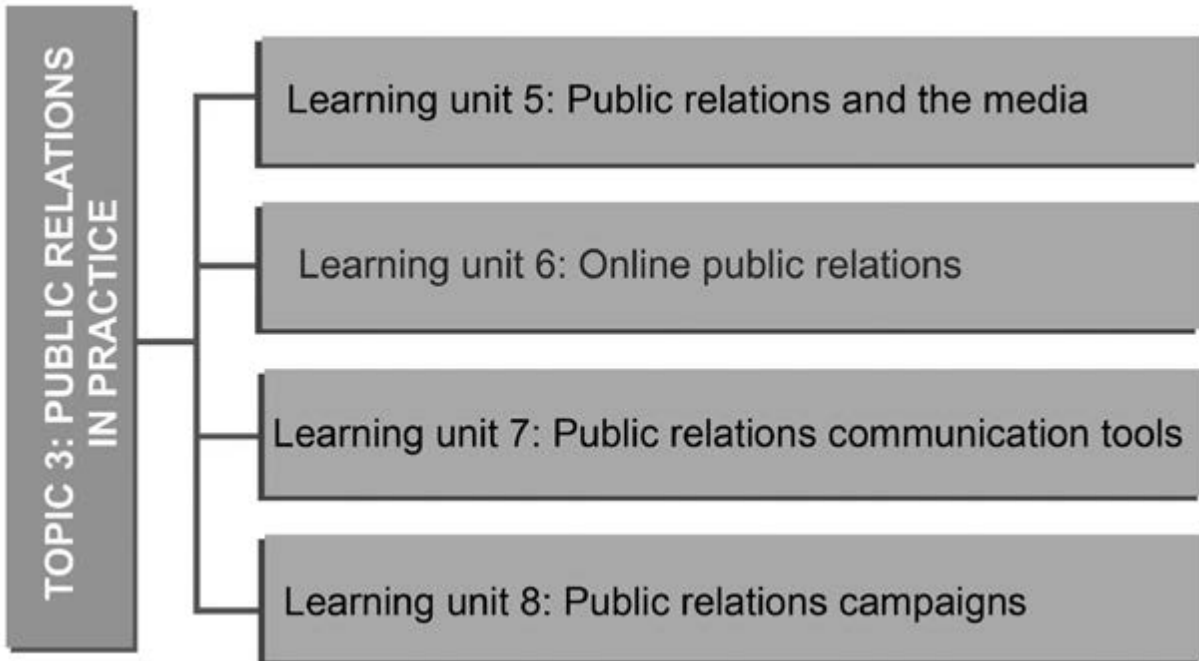


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TOPIC 3

Public relations in practice

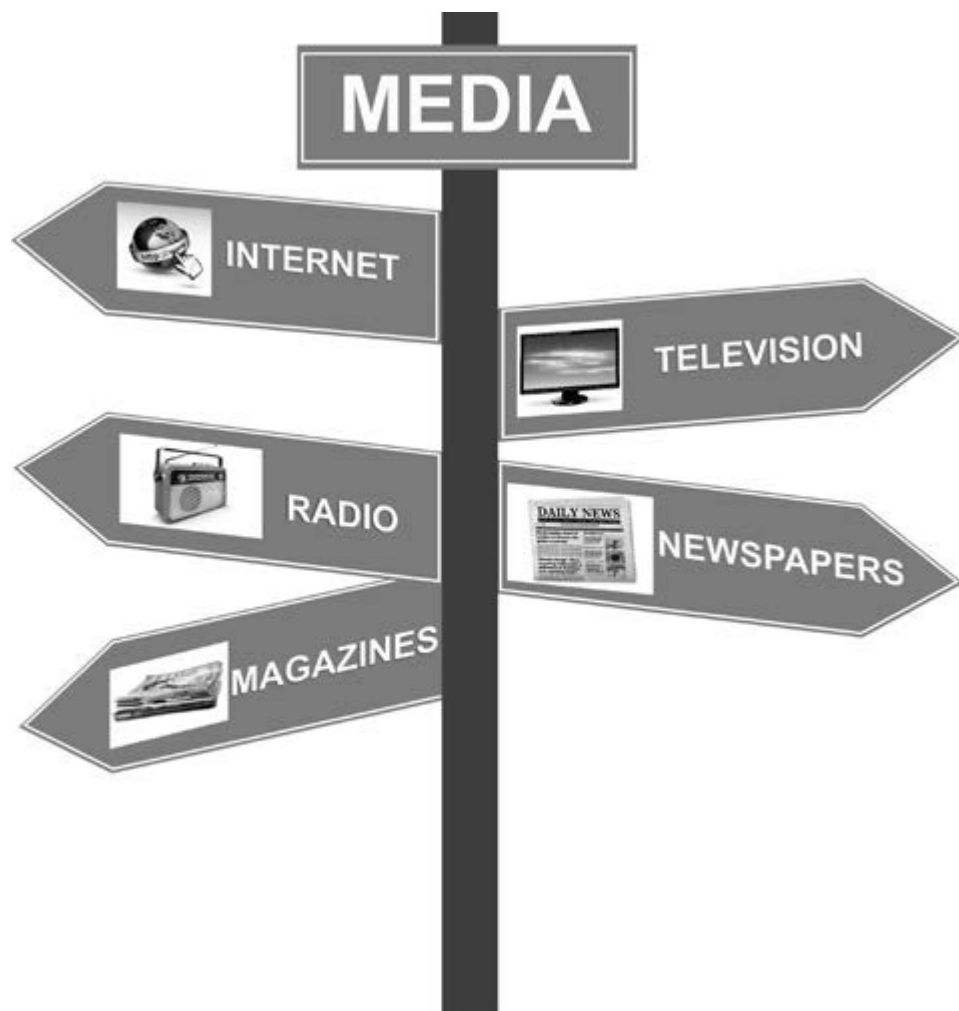


LEARNING UNIT 5

PUBLIC RELATIONS AND THE MEDIA

INTRODUCTION

Radio and television, newspapers and magazines, billboards and bus advertisements – all these media vehicles form part of our everyday lives. We read it, we drive past it, we seek it out or it just happens to find us. This is how organisations communicate with their audiences. These different forms of media play an important role in how organisations plan, formulate and convey their specific messages to target audiences. This does not just happen, it takes meticulous and strategic planning in order to select the best media vehicle that will have the best reach and impact amongst the organisation's target audience with the minimum expenditure for the organisation.



In this learning unit, we will look at the different types of media vehicles that are available to organisations as well as the advantages and disadvantages of each. We will see which of these media can be controlled by the organisation and which is out of their control and how both can be utilised by the organisations. We will shed some light on different types and tools for internal media and the importance, advantages and disadvantages of each. Finally, we will look at the different steps of the media

planning process and how it is crucial to organisations to go about this in a strategic and well-structured manner.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Explain the differences between controlled and uncontrolled media.
- Discuss the characteristics of each mass media type that can be used for PR.
- Discuss internal media in detail.
- Discuss the steps of the media planning process.

5.1 CONTROLLED AND UNCONTROLLED MEDIA



Study this section in the prescribed book

In your textbook you will notice that there is a defined difference between controlled and uncontrolled media. The difference is grounded in the control that the public relations practitioner has over the messages that goes out to the stakeholders. Let us consider the following scenario that highlights the difference between controlled and uncontrolled media by discussing each separately.

Munchies Takeaway wants to do an ad campaign for a new meal. They choose to do so in a rather controversial and humorous way. They establish the objective for the message – to introduce the new meal to their intended target audience. The receptiveness of their target market is best on television. The television advertisement is scheduled to be aired at a specified time that meets their requirements as well as suit their budget. All of these decisions are made by the organisation or PR practitioner. As they control every aspect of this campaign, this is an example of controlled media. After the television advertisement of Munchies Takeaway was aired, it was well received by the public, but a certain political group did not find it appropriate. As a result, it made news headlines and was widely discussed by several radio stations. This publicity was not paid for by Munchies Takeaway but they received it either way. They did not have any control over it, although they knew it was a controversial subject. This is an example of uncontrolled media.

With social media, it can go two ways – controlled or uncontrolled. Munchies Takeaway can have their own Facebook page and the PR practitioner can post several things that is calculated and controlled – e.g. they can post a video of their new television advertisement. The responses, however, cannot be controlled – whether it is good or bad. Therefore, it is of the utmost importance for organisations to manage their social media pages in order to uphold their online reputation. It is not limited to their own pages or profiles – people can post anything about any organisation as they please.

The importance and relevance of both controlled and uncontrolled media is evident from the examples above. Organisations can arrange and apply it accordingly in order to serve their needs and budgets.



After studying this section in the prescribed book, you should know the difference between controlled and uncontrolled media.

5.2 DIFFERENT TYPES OF MASS MEDIA FOR PR

5.2.1 Broadcast media



Study this section in the prescribed book

Radio and television are the two main forms of broadcast media. Both have advantages and disadvantages. It is important for PR practitioners to evaluate which is most suited for their particular message.

Let us compare two insurance companies – Peace Insurance and Best Insurance.

Peace Insurance chose to do a radio broadcast to convey their PR message to mass audiences. The reach for this message is very wide as there is an enormous number of listeners. People can listen to the radio all day long – in the car, at their workplaces etc. Also, no electricity (if battery operated radio) or literacy is required, only listening and understanding from their target audience. Peace Insurance will then choose the radio station or stations that will best reach their target audience. Because they chose to do a radio PR message, the cost of production is relatively low. For instance, they only need a person to do a voice-over and some editing. They produced a fun broadcast message that allows the audience to use their imagination in processing it. However, the lack of visual content could be to their disadvantage. Peace Insurance can choose at which times the message should be aired according to their budget – peak times are more expensive, as more people listen at those times.

For Best Insurance, a television PR message was more suitable to their needs. By choosing television, they immediately reduced their reach and portability, as people need electricity to watch. Also, less people watch television, as it is not allowed at their places of work. The production of their PR message is high, because actors, animators, production teams etc. are needed to produce such an advertisement. Airing costs are also higher for television, especially during peak times. They produced a visually stimulating PR message that attracts the attention of their target audience. They have the advantage that viewers can pause or rewind the message to write down details should they be interested.



Who wins? Both, as radio and television are excellent means of mass media vehicles and it all depends on your budget, target audience and reach. Both have several advantages and disadvantages to be aware of. Can you name these advantages and disadvantages of the above scenarios?

5.2.2 Print media



Study this section in the prescribed book

The most prominent forms of print media are newspapers and magazines.

Hardies is a hardware store. They want to place a PR message in a local weekly newspaper that is distributed in the suburb where they are situated. As it is relatively cheap, they can use a full page in order to place a detailed and well-designed PR message. It works for them, because they advertise every week, so the quick aging of newspapers does not affect them. The quality of the print or paper does not need to be immaculate because it is a hardware store and the advert is printed every week.

Beauty Co. is a cosmetics company. For them a women's magazine is a better medium to print a PR message in as it is much more specialised. They designed a PR message that is visually appealing to women and would draw their attention. Because it is printed in a magazine on glossy paper, it immediately gives a sense of prestige and glamour. As women are very particular as to which magazines they purchase, they will immediately be more receptive towards this message, as it appears in a magazine they prefer. Placement of this PR message costs more, as magazines' spaces are limited and production is more expensive.

For both these companies, the selected media worked well. PR practitioners should be well aware of the advantages and disadvantages of both, as to best allocate their resources.



Can you identify a few advantages and disadvantages by looking at the above scenarios?

5.2.3 Support media



Study this section in the prescribed book

Support media is the type of media we encounter in our daily lives – we do not necessarily seek it out, like buying a magazine or turning on the radio.

FM/AM is a radio station. They are looking to do a PR campaign and are weighing two options: a billboard (outdoor advertising) or placing a PR message on the side of a bus (transit advertising). A billboard will reach an enormous amount of consumers, especially those who are more mobile and less exposed to other forms of mass media, as they are often driving. They can make the billboard visually appealing and can make use of all sorts of technologies to create an innovative advertisement that will have people talking about it. Or they can make a transit PR message on the side of a bus. This will also provide FM/AM with high visibility and being on the side of a bus, it also provides mobility. This is also aimed at your more mobile consumers,

as you cannot ignore an advertisement on the bus next to you when you are stuck in traffic. This might actually make a consumer switch to FM/AM's radio station. It can be visually appealing in design, but it cannot be very innovative (as it is a sticker on the side of a bus). So which option is best for FM/AM? Both is, it all depends on their budget and media plan.

Coco Chocolates is a popular treat and they chose in-store media for their PR campaign. This allows them to set up a visible tasting station in the shop entrance. This way consumers notices them instantly, taste their delicious chocolate and make a decision to purchase their product in-store, as those usually happen quickly. It allows for a sensory experience to remind or introduce consumers to their product.

Peter Plumber chose to place their PR message in the Yellow Pages (directory), as many people turn to directories when facing a domestic emergency. It is a rather permanent advertisement, as directories only get updated about once every year. Most households have a directory, so for Peter Plumber, this is the best option.

Safe Child Project runs a PR programme to assist in educating and creating awareness of the importance of child safety. To assist in this programme, they chose to have puppet shows (oramedia) at local schools. These shows educate children on the importance of being safe at home and in public. It also provides tips on how to react when in a dangerous situation and encourages them to speak to someone should they find themselves in a dangerous situation. Although this type of media is underutilised, it perfectly complements Safe Child Project's cause.

Support media can be powerful media tools if utilised optimally to enhance an organisation's PR strategy and create brand awareness. Be sure to educate yourself on each one.

5.3 INTERNAL MEDIA



Study this section in the prescribed book

Imagine working at an organisation where you feel informed, valued and important. That can be achieved by utilising internal media—it can directly influence an organisation's performance and success.

Company WOW is an amazing place to work at. Every week they have staff meetings to keep employees informed about the week's activities. They also conduct individual meetings to discuss the expectations and performance of employees and allow them to air grievances. They offer free counselling to support employees with problems. These in-person communications from Company WOW opens up the communications channels and makes employees feel valued and informed. In addition, they also send out monthly newsletters to employees with general updates about the company. For new employees, they compiled an orientation handbook and give them training kits to ensure they know how everything works. It is rather expensive, but they prefer to make their new employees feel right at home. They have a suggestion box for employees to submit anonymous requests and suggestions. This printed communication helps to communicate to all employees, so it is less time consuming than to do it in person. Company WOW also uses information-technology-based communication and set

up an internal social network for employees to get to know one another. This is a bit risky, as it can become uncontrolled media. They also use video conferencing to include and communicate with their employees that are not on location.

There are many more tools organisations can use to conduct proper internal media. It is important to never underestimate the power of internal media and the value it can add to the performance of an organisation to have motivated employees.



After studying this section in the prescribed book you should be able to discuss broadcast media, print media, support media and internal media.

5.4 MEDIA PLANNING



Study this section in the prescribed book

Organisations need to effectively plan how and when they want to convey a particular message to a specific audience. Planning is important in order to get the most effective advertising or exposure at the minimum cost. The key elements of a media plan are the statement of objectives, media strategy, target market, media mix, media schedule, media vehicle and resource allocation. All of these key elements are described in the text book.

The media planning process has four steps. Let us look at these steps with the following example: XYZ Properties is new to the property game and they want to create a media plan. Firstly, they need a media brief. The brief will outline their objectives, target audience, budget, message strategy, timing, frequency and additional media.

They need to formulate the media objectives in terms of four dimensions. Because they are a new company, the media objective is to create brand awareness. The reach refers to their target audience and that is the people in Pretoria-East who want to sell or buy houses. The frequency the audience is exposed to the message is every time they drive past their street pole ads. The continuity should be established for every month they are actively advertising.

The media strategy is the third step and they decided to use multiple media vehicles, e.g. street pole ads for three months as well as a printed newspaper advertisement in the local weekly newspaper for three months. They considered the practical constraints, e.g. the design for the newspaper advertisement might take some time and might therefore take longer to be printed. They thoroughly studied the media activities of their competitors.

The final step for XYZ Properties is the media plan where they plan the details of each media vehicle used. They will list the media vehicle (street pole ads), the frequency (three months), the dates recorded (1 January 2016–30 March 2016), the costs added (R4000 per month) and the overall plan performance calculated. XYZ needs to monitor the performance of the media plan against their original objectives in order to detect any deviations.



After studying this section in the prescribed book you should be able to explain media planning.

5.5 ACTIVITY 6



Online activity

Access the case study **Golf Galore** in “additional resources” on myUnisa.

After studying this unit and reading the case study go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 6: Learning unit 5 – Golf Galore** and discuss the following question: What magazine category will be the best for Golf Galore to use? Why is this the best magazine category? What are the advantages and disadvantages of magazines as a mass communication channel for Golf Galore?

5.6 ACTIVITY 7



Online activity

Go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 7: Learning unit 5 – Share a mass media campaign**

Go outside, take a camera, search YouTube, look through magazines and share any link or a photo you took of a mass media public relations campaign with your e-tutor and fellow students.



SUMMARY

This unit started with a look at the difference between controlled and uncontrolled media and the role of social media in this. This unit also clearly defined the different types of mass media for PR which includes broadcast media, print media and support media. It is extremely important that you can discuss all of these together with the advantages and disadvantages of each. This unit covered the communication tools used for internal media, the importance of those and also the advantages and disadvantages of each. Lastly, the unit covered in-depth definitions and discussions about media planning. It is important to know and be able to discuss the steps of the media planning process. It is important to be able to discuss all of the above and apply it to case studies presented. The next unit is online public relations.

SELF-ASSESSMENT QUESTIONS

- (1) Discuss the advantages and disadvantages of television as a mass media vehicle.
- (2) Discuss controlled and uncontrolled media by using examples.
- (3) Name and briefly discuss all the types of support media.
- (4) Name the three internal communication tools and give two examples of each. Give one advantage and disadvantage of each tool.
- (5) Discuss the steps of the media planning process.



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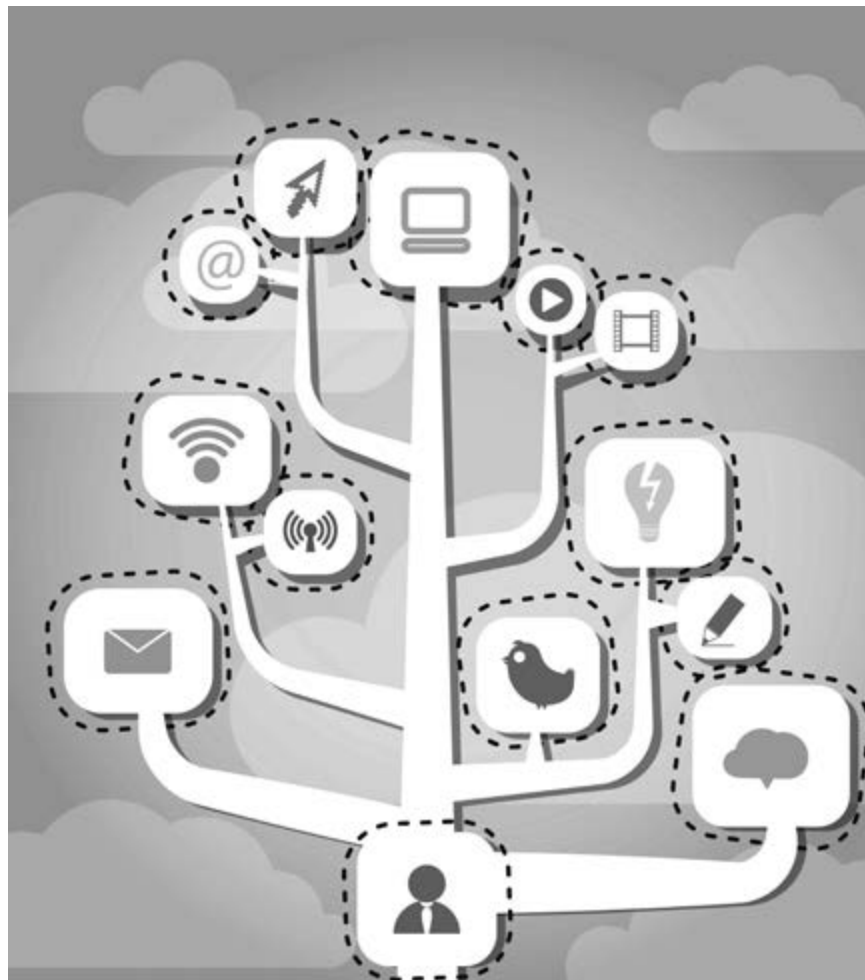
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LEARNING UNIT 6

ONLINE PUBLIC RELATIONS

INTRODUCTION

We live in interesting times – we see clever PR stunts go viral almost every day. It never used to be this way. PR has significantly changed over the decades. It is only recently that companies and PR practitioners have the internet and online media tools at their disposal to do extravagant and calculated things with the click of a button. With the dawn of social media, it got even more interesting. Users click, like and share millions of things on a daily basis. This opened up a whole new world for Public Relations.



In this learning unit, we will distinguish between traditional PR and online PR and how it changed over the years. We will look at the different forms of online media available to companies and PR practitioners. We will discuss in depth the different media tools available in online PR and look at some of the characteristics and advantages. Finally, we will look at the importance of social media monitoring and what benefits it can hold for companies.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Discuss the difference between traditional and online PR.
- Discuss the different forms of media in accordance with the theory.
- Discuss the different online media tools for PR with the aid of examples.
- Explain the importance of social media monitoring.

6.1 WHAT IS ONLINE PR?



Study this section in the prescribed book

Evolution in technology and communication has drastically changed the PR methods used and thus gave new meaning to PR.

Sarah has been a PR practitioner for 30 years. She witnessed first-hand the transformation of PR over the years. In the past she used to hold news conferences or issue press releases, but with online PR today she can release a statement with the click of a button. This way all stakeholders can be informed about a certain issue at the same time. Using online media tools, Sarah can choose the target audience and communicate with them exclusively. The availability of online PR allows Sarah to make information available immediately and keep it available 24/7. Sarah has the benefit of being able to monitor her online media and can measure the information she distributed. Nowadays, it is much cheaper for Sarah to do PR, as online media are much less costly. This is much more convenient for Sarah, because she can converse immediately with all the stakeholders at the same time. Sarah also has the benefit of releasing content that can be easily linked, changed, SEO-optimised and made interactive. It allows her to store all information and retrieve it instantaneously. Sarah is very happy to be working in PR in this day and age.



After studying this section in the textbook, you should know the differences between traditional and online PR, as well as the new meaning of PR.

6.2 DIFFERENT FORMS OF MEDIA



Study this section in the prescribed book

With the transformation of traditional to online PR, practitioners now have five different forms of media at their disposal. Let's consider these different forms of media by means of practical examples.

- Paid media – Doggy World is sponsoring a fun run in the community. To advertise this PR initiative, they pay for advertising space in the local newspaper.
- Owned media – Crisis Centre developed a cellphone application that consumers can use that features all sorts of emergency services provided by Crisis Centre. These include roadside assistance, assisted driving services, get home safe services

and more. Pretty Me is a cosmetics company and they are all about creating awareness about illnesses such as anorexia and bulimia among high school girls. They produced a heartfelt video about these illnesses that has now gone viral. They have surely earned this PR.

- Sold media – A local magazine has pages reserved for events that occur in a specific month. They sell these ad spaces to companies to advertise their PR events.
- Hijacked media – Good Food always prides itself on the quality of its fresh produce. Their slogan even reads: ‘UnBEEtable Quality!’ One time a client found a snail in one of their lettuce packs. The client was so furious, she took their advertisement, changed the words of the slogan to ‘BEEtable Quality!’ and distributed it across all her social media pages.



Companies need to use these different forms of media by using the media tools discussed in the next section. You should know all the different forms of media and be able to use them in scenarios of your own.

6.3 ONLINE MEDIA TOOLS FOR PR



Study this section in the prescribed book

There are several online media tools available to companies and PR practitioners. They can be utilised in different ways and hold certain advantages or disadvantages for companies. Each company can determine which tools will work best for them. Let us discuss a few of these tools by hand of the following scenario:

Global Construction uses a website for their PR initiatives. The website is for informational purposes, but they also have a news/press page where they display all of their PR activities, such as their recent low-cost housing project. They ensure that this online media room is up to date with all the relevant news and photographs of their projects, as well as contact details. They use search engine optimisation to improve their rankings on search engines. To communicate with stakeholders, they use e-mail. It is inexpensive, has fast delivery and can be managed easily. They send e-newsletters to their employees for internal marketing purposes. This is an inexpensive, fast and efficient way to communicate. Global Construction uses different forms of social media (social networks, blogs and microblogs) to reach audiences with their PR efforts. When there was a crisis at one of their construction sites, they issued an online press release that was search engine optimised and reached the correct stakeholders.



Go through all the online media tools again, and think of other scenarios in which they can work well.



After completing this section, you should be able to discuss all the online media tools as well as their advantages and disadvantages.

6.4 SOCIAL MEDIA MONITORING



Study this section in the prescribed book

Social media can be quite challenging to companies, but it also allows them to see what is being said about them. Nolwazi is the PR practitioner for Global Brands. Her job is to monitor conversations and comments about Global Brands on social media platforms.

The secret to optimise your social media is listening to what your audience has to say about you, analyse that data and finally to use that information to know your customers better and improve your marketing strategy ([Mindruta](#), 2013).

Nolwazi uses an application to “listen” to online conversations on several platforms. She will then analyse the data and the company will use the information gathered for plans of action and also for research and decision-making purposes.



After completing this section, you should understand the benefits and importance of social media monitoring. You should also be able to discuss the online monitoring tools available.

6.5 ACTIVITY 8



Online activity

Access the video: **Joe Public – Douwe Egberts – Yawn Machine**
<https://www.youtube.com/watch?v=CemBYw3zs1M>

After studying this unit and watching the video above go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 8: Learning unit 6 – Social media**. Discuss the following: Was the main method for communicating this message digital? Why did Douwe Egberts monitor social media in this regard? Motivate why you believe this was a successful public relations campaign for Douwe Egberts.



SUMMARY

This unit started with a look at the differences between traditional and online PR and how it changed over time. This unit clearly defined the five different forms of media that can be used and embraced in online PR—it is important that you can name, define and give an example of each. This unit also covered all the online media tools available for PR practitioners. You should know all the tools and how they can be utilised and what benefits they have. Lastly, the unit covered the importance of social media monitoring. It is important to be able to discuss all of the above and apply it to case studies presented. In the next learning unit we will discuss the PR communication tools available to PR practitioners.

SELF-ASSESSMENT QUESTIONS

- (1) Explain the difference between traditional PR and online PR.

TOPIC 3: PUBLIC RELATIONS IN PRACTICE

- (2) Discuss the different forms of media and provide a practical example of each.
- (3) Explaining the importance of monitoring social media.
- (4) Discuss the different online media tools with the aid of examples.



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LEARNING UNIT 7

PUBLIC RELATIONS COMMUNICATION TOOLS

INTRODUCTION

Choices, choices, choices! With so many communication tools to choose from, PR practitioners are challenged to use the right communication tools to communicate with the appropriate stakeholder groups. This often entails integrating a number of tools in such a way that enhances brand awareness and loyalty, while optimising profitability, return on investment and market share. Given the communication tools that PROs can choose from, i.e. sponsorships, promotions, special events, corporate advertising, publicity and media relations, a company could for example engage in sponsoring a sporting event, while at the same time handing out samples (i.e. promotion) of the product that they are selling. Or they could launch a corporate advertising campaign that emphasises the company's concern with rhino poaching, while at the same time hosting a special event in aid of saving the rhino. How PR practitioners mould these communication tools into an integrated strategy can lead to a strong competitive edge over rival firms.



The purpose of learning unit 7 is to introduce you to the different communication tools that PR practitioners can use when dealing with different stakeholder groups. Having a better understanding of what each of these tools entail enable PR specialists to combine them into an integrated communication strategy that can have maximum impact. The communication tools that PR practitioners have at their disposal and which are explained in learning unit 7 include sponsorships, promotions, special events, corporate advertising, publicity and media relations. Learning unit 7 then concludes with a discussion on the development of an events calendar.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Discuss the PR communication tools in detail.
- Explain the three different types of sponsorship.
- Discuss the difference between sponsorships and donations.
- Discuss the reasons why organisations engage in sponsorships from a PR perspective.
- Discuss the steps when planning sponsorships.
- Explain the examples of promotions available to PR practitioners.
- Discuss the types of special events.
- Explain the difference between advertising and corporate advertising.
- Discuss the types of advertising.
- Explain the role of PR in media relations.
- Discuss the types of opportunities to generate publicity.
- Explain the role of brand ambassadors and why they have become so important in the 21st century.
- Be able to draw up an organisation-wide events calendar and allocate the relevant PR communication tools for each.

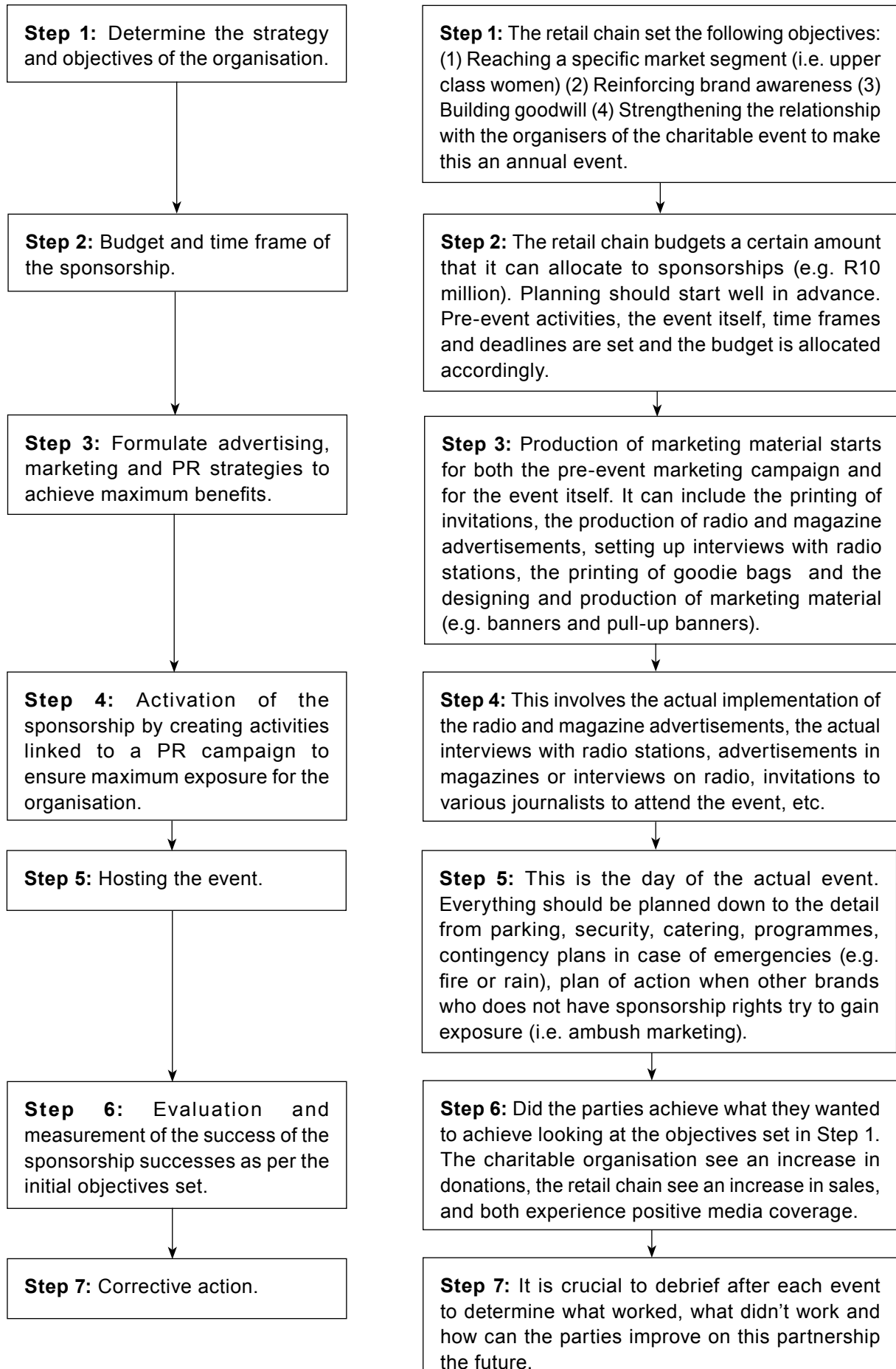
7.1 SPONSORSHIPS



Study this section in the prescribed book

Sponsorship entails two activities: Firstly there is the deal taking place between the sponsor (e.g. a bank) and the sponsee (e.g. a sporting event) whereby the sponsor buys the sponsorship rights to be associated with the sponsee. Secondly, it is crucial to market this association between the sponsor and sponsee (i.e. the sponsorship activation process), and PR practitioners, in cooperation with the marketing department, play a crucial role in making this happen. Some research even indicates that a company has to spend three to four times the amount on advertising/marketing the sponsorship than actually buying the sponsorship rights.

To make sponsorship a success it is crucial to engage in a thorough planning process. Let's apply the planning process to an example of a retail chain sponsoring a charitable event aimed at women.





After studying this section in the prescribed textbook, you should be able to define sponsorship, explain the role of PROs in sponsorship, clearly differentiate between sports, cultural, cause-related sponsorships and donations, highlight the reasons for engaging in sponsorship and discuss the steps involved in sponsorship planning.

7.2 PROMOTIONS AS A PR TOOL



Study this section in the prescribed book

Whether a consumer has bought a magazine to get the free purse that comes with it, or whether he/she has purchased clothing on sale or redeemed a coupon, promotions are used to motivate consumers to act or purchase immediately. In addition to the promotion examples given in the textbook, companies can also use bonus packs whereby a consumer gets more product for his/her bucks (e.g. 200ml extra shampoo) and competitions/contests (e.g. send a text message and stand a chance to win). No matter which promotion tool is used, the PR practitioner plays an important role in advertising the promotions beforehand and measuring the effectiveness thereof afterwards. What's also important to note is that promotions aren't just targeted at end consumers, but PROs can also use them to entice other stakeholder groups (e.g. suppliers, retailers and employees) as a means to motivate them to act (e.g. an employee can win a weekend away for making the most sales).



After studying this section in the prescribed textbook, you should be able to define promotions, provide examples of it and explain the PRO's role in promotions.

7.3 SPECIAL EVENTS AS A PR TOOL



Study this section in the prescribed book

Companies have a few options to get involved with special events. These can either include sponsoring a special event or then hosting own company-specific events targeting different stakeholder groups (e.g. prize-giving functions for employees or participating in team-building activities as part of the company's corporate social initiative). It is important to note that marketing-related events such as the launch of a new product are not special events, but rather promotions. The objectives of the two are different. While the purpose of special events are more related to sharing information, acknowledging individuals and building relationships, the purpose of marketing-related events, such as a product launch, is aimed at promoting the product, encouraging sales and motivating people to act.



After studying this section in the prescribed textbook, you should be able to define special events and provide some examples of special events.

7.4 ADVERTISING AND CORPORATE ADVERTISING



Study this section in the prescribed book

While advertising is aimed at marketing a specific product or service, corporate advertising aims to advertise the company itself and what it stands for. A petroleum company for example can have an advertisement that advertises its service stations including the type of petrol, level of service and the shop that is available (i.e. advertising). The same petroleum company can have an advertisement stating what they as a company stand for, i.e. innovation, sustainability and development of the youth (i.e. corporate advertising). While advertising tries to create awareness of their services, corporate advertising tries to enhance the company's image.



After studying this section in the prescribed textbook, you should be able to clearly differentiate between advertising and corporate advertising, supported with examples of each, and explain the role of PR in both advertising and corporate advertising.

7.5 MEDIA RELATIONS



Study this section in the prescribed book

Probably one of the most important tasks of PR practitioners is to manage and maintain a positive relationship with the media (i.e. editors and journalists). If a crisis hits or important information needs to go out (e.g. a merger between two companies or financial information that needs to be published), it is crucial to have a good relationship with media partners to ensure that the truth is published. This process is made easier when the company's PRO has a good relationship with the media.

Assume a car manufacturer learned that the vehicles manufactured during 2012 are experiencing problems with the airbags not opening up properly. The public needs to be informed about this and these vehicles need to be recalled so that it can be fixed. This should be dealt with as follows:

- The PRO's first task would be to determine whether this information is newsworthy – which it certainly is since it can lead to fatalities.
- The PRO needs to decide who will be the best and most credible spokesperson to deal with the media – it might even be the PRO him/herself.
- All employees need to be informed about the situation and how it is being dealt with. Ensure that they are equipped to handle any queries coming their way by referring the query to the PR department.

TOPIC 3: PUBLIC RELATIONS IN PRACTICE

- Media releases need to be prepared and sent out to most relevant journalists/editors so that the media partners obtain the right information from the company directly. Be open and honest. The media release needs to explain what problem the company is currently facing, which models are affected, explain how the company will go about recalling the affected vehicles, what customers can/should do and also provide contact details that customers can use.
- Set up a press conference whereby the most relevant media partners are invited to obtain the correct information and ask questions.
- All the relevant information should be made available on the website.
- Employees dealing with telephone queries need to be well prepared.
- The social media team of the company should also be on high alert, 24/7 and respond to any and every comment/reaction on social media such as Facebook, Twitter and even Hello Peter.

Having a strong relationship with the media can help make this process run smoothly and can also improve a company's reputation if dealt with swiftly and efficiently.



After studying this section in the prescribed textbook, you should be able to define media relations and indicate what is considered newsworthy, discuss the role of PR in the social media environment and explain the role of PRO's in media relations.

7.6 PUBLICITY



Study this section in the prescribed book

Whether a company is launching a product, sponsoring a major sporting event or engaging in corporate social development, it hopes to achieve some form of publicity (preferably good publicity) and the PR practitioner plays an important role in making this happen. PR practitioners might even decide to call in the help of brand ambassadors, such as a celebrity, to act as the spokesperson on behalf of the company. People tend to pay more attention to messages that is conveyed by somebody that they look up to. The choice of celebrity, however, is very important and a thorough background check should be done before he/she is appointed since a celebrity's credibility can literally change overnight.



After studying this section in the prescribed textbook, you should be able to define publicity, differentiate between publicity and advertising, discuss the role of brand ambassadors in PR and explain the PR practitioner's role in achieving publicity.

7.7 DEVELOPMENT AND MAINTENANCE OF AN ORGANISATION-WIDE EVENTS CALENDAR



Study this section in the prescribed book

With companies being involved with so many PR activities throughout the year it is crucial that they plan each activity down to the detail. This can be done with the help of an organisation-wide events calendar detailing the dates, deadlines, who will attend, PR tools to be used and how the success will be measured.



After reading this section in the prescribed textbook, you should be able to explain organisation-wide event calendars and highlight what is included.

7.8 ACTIVITY 9



Online activity

Access the video: Robertsons Spices #SkyDine takeover of Kulula flight
<https://www.youtube.com/watch?v=9DybVD3iJkQ>.

After studying this unit and watching the video above go to Forum 3: Activity Lounge on your e-tutor site and participate in Discussion 9: Learning unit 7 – PR communication tools and discuss the following: Motivate what PR communication tool this Robertsons experience can be classified as. Why is this considered to be PR for Robertsons as well as for Kulula?



SUMMARY

Learning unit 7 explained the different communication tools that PR practitioners can use to promote their products and/or services to different stakeholder groups. The communication tools discussed in this learning unit included sponsorships, promotions, special events, advertising, corporate advertising, media relations and also publicity. The chapter then concluded with a brief discussion on how PR practitioners can put all of this together in the form of an organisation-wide events calendar. Attention now turns to learning unit 8 which focuses on public relations campaigns.

SELF-ASSESSMENT QUESTIONS

- (1) Differentiate clearly between sports sponsorships, cultural sponsorships and cause-related sponsorships and provide examples of each.
- (2) Define the concept special events and provide examples of four types of special events that companies can get involved with.
- (3) Clearly differentiate between advertising and corporate advertising and provide examples of each.
- (4) Discuss media relations in detail. In your discussion explain when is news considered newsworthy and discuss the role of PR in the social media environment.
- (5) Differentiate between five types of opportunities during which companies can create publicity.
- (6) Explain the role of brand ambassadors from a PR perspective.



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LEARNING UNIT 8

PUBLIC RELATIONS CAMPAIGNS

INTRODUCTION

A PR campaign is a series of activities that are planned in advance and relate to a specific goal. This contrasts with other areas of PR, such as general ongoing publicity tactics, paid advertising, and reacting to events. A practical example of a PR campaign is the recent Ice Bucket Challenge.



The Ice Bucket Challenge consists of a person being nominated to dump a bucket of ice water on their head. This madness is done to create awareness for the disease amyotrophic lateral sclerosis (ALS, also known as Lou Gehrig's disease) and for people to donate funds towards research. Since the challenge first started many local and international celebrities have taken part in the challenge such as Anne Hathaway, Robert Downey Jr and even President George W. Bush. The videos of these Ice Bucket Challenges can be watched online. This is only one example of a PR campaign. The main objective of this learning unit will be to define PR campaigns, why they come into existence, their classification and the processes involved to deliver a successful end-product.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Explain the definition objectives of campaigns.
- Discuss the classification of campaigns.
- Explain the development of PR campaigns.
- Discuss the different models of campaign planning.

8.1 DEFINITION AND OBJECTIVES OF PR CAMPAIGNS



Study this section in the prescribed book

Campaigns can be run for various reasons and the prescribed book distinguishes between campaigns, communication campaigns and public relations campaigns. Each campaign that is launched will have its own objectives or goal that the organisation wants to reach. A campaign can either have one objective or a few objectives. Let's look at a practical example:

I Love Chicken decided to donate R5 for every burger sold to a soup kitchen nearby. They advertised this widely in the media and had a talk on a local radio station about the campaign. They invited the local media to attend the handover of the first cheque to the soup kitchen. They also created a Facebook page where people can upload photos of them buying their burgers. What objectives do you think *I Love Chicken* had in mind with this campaign?

I Love Chicken achieved the following objectives:

- They informed the target audience about the R5 that they will donate to the soup kitchen for every burger sold.
- They created awareness by advertising, talking on the radio, inviting the media to the soup kitchen and the photos being uploaded on social media.
- They also educated the public on the hunger issue of South Africa.



After studying this unit you need to understand the difference between communication campaigns and PR campaigns and be able to discuss the different types of objectives PR campaigns can have. You should also be able to practically apply these objectives.

8.2 CLASSIFICATION OF CAMPAIGNS



Study this section in the prescribed book

There are various types of PR campaigns; the main goal of all the campaigns remain the same, to promote action. Be sure to go through this section in your prescribed book so that you can differentiate between the different types of campaigns.



FIGURE 2: Types of PR campaigns



After studying this section you should be able to discuss the classification of campaigns.

8.3 THE DEVELOPMENT OF PR CAMPAIGNS



Study this section in the prescribed book

The development of PR campaigns go through five important stages in the development. Let's look at an example of these stages.

The cosmetic house Forever Beautiful wants to develop a PR campaign called Most Important Job in the World Campaign. The message they want to get across is that Mothers have a job that is often overlooked. They want to buy advertising space with only the words "Being a mom the most important job in the world". They need to follow the 5 important stages to develop the campaign:

- (1) Forever Beautiful needs to define the campaigns identity. They want to portray that they are an organisation that cares about mothers and they understand the important jobs they have.
- (2) Forever Beautiful need to create a legitimate operation that will be taken seriously by the public and their stakeholders.
- (3) During the Forever Beautiful campaign the public relations team increased participation. They made badges with the words Mom # 1 Job and they put it in most of the female magazines. Moms wore the badges with pride.
- (4) Forever Beautiful had built enough momentum to reach a noteworthy share of the target market.
- (5) During the last phase of developing the Most important job in the world campaign Forever Beautiful needs to focus on creating permanence in the form of institutionalising the cause of the idea – so that they can have long term benefits of the campaign.



After studying this section in the prescribed book you need to be able to discuss each of the stages in the development of a campaign.

8.4 PRISA MODEL



Study this section in the prescribed book

In the prescribed book you will see that the PRISA campaign consists of 7 phases. Let's consider an example and apply these phases practically:

- (1) **Analyse the situation** – Your client is a publishing firm that published a book about the business mistakes well known business men and women have made.
- (2) **Determine the objective** – The firm wants to increase awareness about the book and want it to be a bestselling business book that will sell millions of copies.
- (3) **Identify the target audience** – The campaign's target audience is business professionals and entrepreneurs with their own businesses.
- (4) **Formulate the message** – The message that the publishing firm needs to send out to the target audience is that the book will help them to recognise mistakes made previously so that they do not make the same mistakes – “Learn from others' mistakes”.
- (5) **Plan and implement action** – The publishing house will set up meetings bookshops to present the book to them and ask them to display it up front in the shop. They will also arrange book signings at some of the busiest bookshops. In-store advertising will also be used to attract attention. They will also run a competition where one lucky reader can win a cash prize. They will set up a press release that will be sent to numerous newspapers, radio stations and TV channels to create awareness about the book.
- (6) **Set the budget** – The above actions need to be carefully calculated in relation to the budget that was given for this campaign. How much will the in-store advertising cost? What will the travel expense be for the author to the book signings? How big will the cash prize be?
- (7) **Evaluation** – After the PR campaign, did the book become a best seller? What worked? What did not work? Will you use this strategy again?



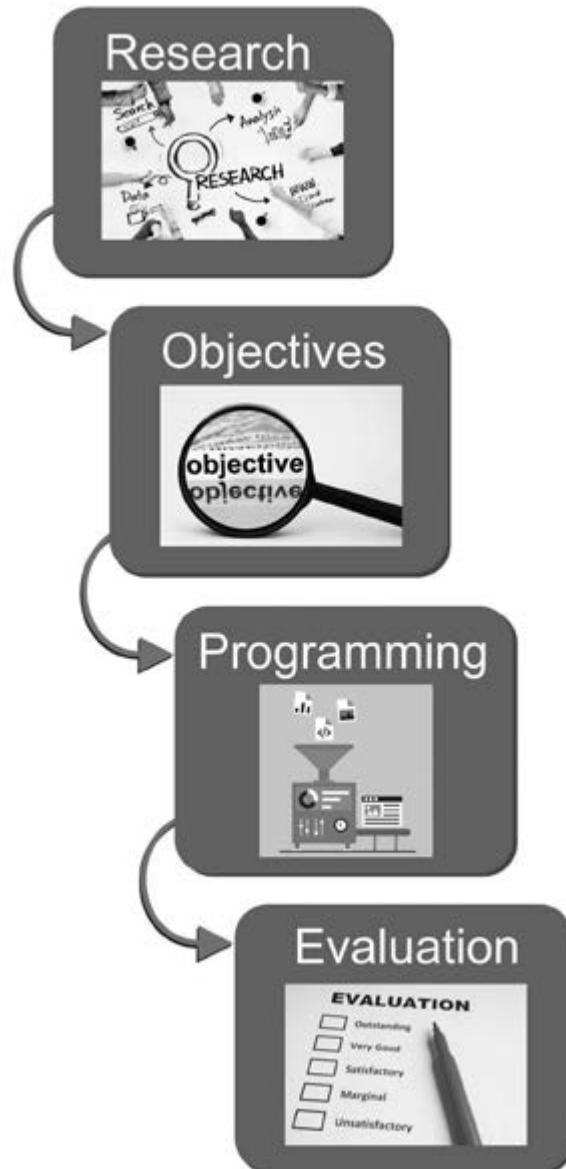
After studying this section you need to be able to discuss all the steps of the PRISA campaign and be able to practically apply it.

8.5 INTERACTIVE MODEL OF CAMPAIGN PLANNING



Study this section in the prescribed book

Another campaign planning model is the interactive model of campaign planning. You will notice that it encompasses almost the same actions as the PRISA campaign but in only four phases, as can be seen in the diagram below.



After studying this section in the prescribed book make sure you understand the four phases of the interactive model of campaign planning.

8.6 ACTIVITY 10



Online activity

Access the video: Robben Island Balloon Run

<https://www.youtube.com/watch?v=YM3yV62liVo>

After studying this unit and watching the video above go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 10: Learning**

unit 8 – Practical application of the PRISA model and discuss the steps of the PRISA campaign based on the Robben Island Balloon Run campaign with your e-tutor and fellow students.

8.7 ACTIVITY 11



Online activity

Access the article: Vans teams up with Skateboarding for Hope
<http://www.bizcommunity.com/Article/196/630/125527.html>

Go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 11: Learning unit 8 – Vans Skateboarding for Hope** What would you say is the objective of this PR campaign? How would you classify this PR campaign?



SUMMARY

In this learning unit we looked at the definition of a campaign as well as the objectives. The classification of PR campaigns was also discussed. The five stages of the development of a PR campaign was also dealt with. The learning unit ended with a discussion of the PRISA model and the interactive model of campaign planning. You need to recognise the basics of these models so that you can build on the ground theory. In this next unit we are going to explain crisis management in more detail.

SELF-ASSESSMENT QUESTIONS

- (1) Define a communication campaign.
- (2) Discuss the objectives of PR campaigns.
- (3) Explain the stages in the development of PR campaigns.
- (4) Explain the phases of the PRISA campaign.
- (5) Describe the three guidelines that can be used to draw up a budget for a campaign.

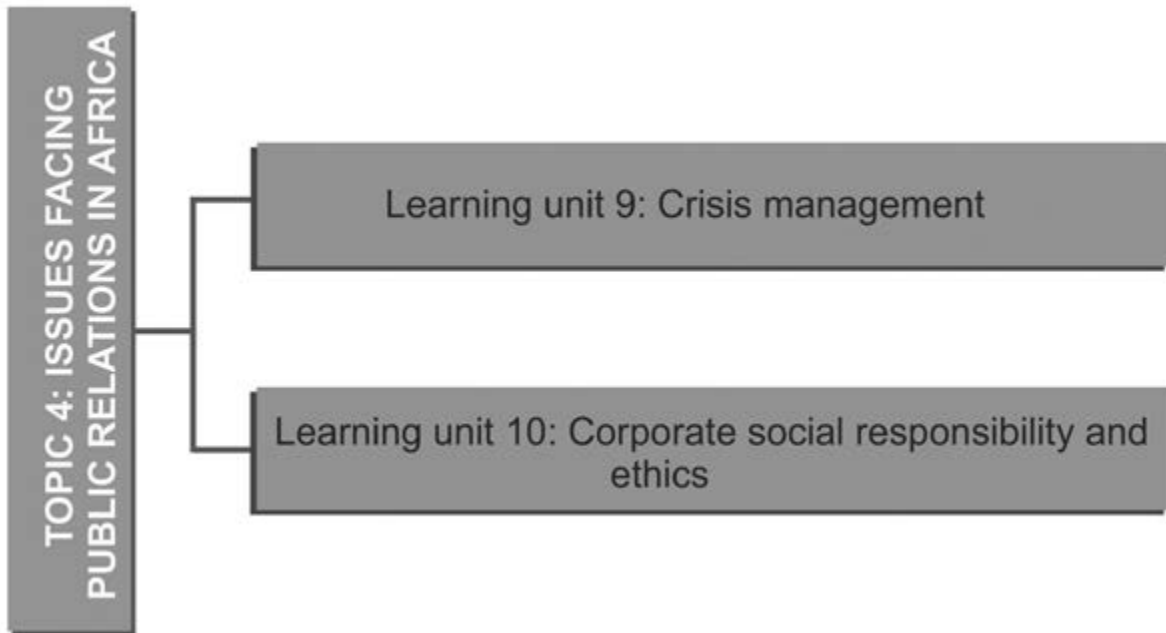


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TOPIC 4

Issues facing public relations in Africa



LEARNING UNIT 9

CRISIS MANAGEMENT

INTRODUCTION

Warren Buffet once said: “It takes 20 years to build a reputation and 5 minutes to ruin it. If you think about that, you’ll do things differently”. In business reputation is everything. That said, one’s reputation is fragile and it only takes one mistake to cause irreparable damage to your company’s image. Did your perspective of a company ever change over one mistake they made?

This learning unit is going to focus on crisis management and the process that a company needs to follow to preserve their image and reputation.



Now that you understand the importance of crisis management you need to know the definition of a crisis, the types of crises an organisation could face, the characteristics of a crisis and how a PR practitioner can plan for a crisis and the strategies they can follow.

The focus of your studies for this learning unit can be broken into the following learning outcomes:

- Define a crisis.
- Discuss the categories of organisational crisis.
- Discuss the characteristics of a crisis.
- Explain crisis management.
- Discuss crisis response planning in accordance with the theory.

9.1 CRISIS DEFINED



Study this section in the prescribed book

When studying this section in your prescribed book you will see that a crisis can be defined as “...a critical situation that can happen at any time and to any organisation.” A crisis can happen to any organisation no one can be fully excluded from one. Thus an organisation needs to have a plan in place for when a crisis happen. The following are examples of a crisis being handled correctly and incorrectly.

- A popular food store recently laid off a large number of staff without considering the fact that some staff members still had access to the corporate Twitter account. One member of staff took advantage of this by live tweeting the layoff of employees who were loyal to the brand. It seems that no one in senior management knew the Twitter password and they were powerless to stop it.
- A photographer realised that an online bookstore was using her photographs in an advertisement without her permission, she asked the community to share a post asking the bookstore to donate R100 000 to a local charity. The bookstore responded quickly by way of an apology. They explained that the photos was accidentally used and they were promised to donate R100 000 to the charity. The photographer accepted that it was an honest mistake and thanked them for the donation. The bookstore’s quick and strong response successfully defused the situation before a social media crisis erupted.



After studying this section in the prescribed book, you should be able to define a crisis.

9.2 CATEGORIES OF AN ORGANISATIONAL CRISIS



Study this section in the prescribed book

Not all crises are the same and crises can be categorised as being an immediate crisis, emerging crisis or a sustained crisis. Let’s consider an example of each:

- **Immediate crisis** – This is the crisis that organisations fear the most because it is unexpected and sudden. An example of such a crisis is Big Wings Airlines’ operations collapsed after an ice storm hit Europe, leading to thousands of cancelled flights in just five days.
- **Emerging crisis** – This is a crisis that develops over time. An example would be the food company *I Love Chicken* which force fed chickens, injected them with hormones and kept them in small spaces. There were numerous articles about the subject and *I Love Chicken*’s reputation was slowly going downhill.
- **Sustained crisis** – This crisis will continue over a long period of time. An example will be the on-going retrenchments at the bank OldMoney Bank. Employees were sent letters to let them know that there was no place for them in OldMoney Bank’s new structure. They were provided a box to pack up their personal belongings

and escorted outside like criminals in full view of their colleagues, where their employee cards were taken from them. This was the third of such retrenchments at OldMoney Bank in less than a year.



After studying this section make sure you understand the different categories of crises and make sure that you can provide practical examples of each.

9.3 CHARACTERISTICS OF A CRISIS



Study this section in the prescribed book

When studying this section in the prescribed book you will notice that a crisis has five characteristics. Make sure that you know these characteristics. Let's look at a practical example of a crisis and see if we can identify the characteristics.

Freestyle Cars recalled a total of one million vehicles for safety defects, including a problem where the car's accelerator would jam, which caused multiple deaths. Freestyle initially couldn't figure out the exact problem, but it sent out PR teams to try and stop the media backlash anyway. The upper management was invisible in the early stages of the crisis, skewing public perception further against the company.

From this example you should be able to identify the characteristics of a crisis. Let's see if we can find them:

- Freestyle's response was slow, with devastating results. But it served as a wake-up call for the company, which somehow turned it around in the months following the debacle (bring under control as soon as possible).
- The company experienced a terrible financial year because of the crisis (a crisis causes chaos with the financial funds of an organisation).
- The Freestyle crisis happened suddenly, they only realised there was a crisis when it was too late (crisis may occur unexpectedly).

After you have studied the characteristics of crisis we move on to crisis management.



After studying this section in the prescribed book you should be able to discuss the characteristics of a crisis.

9.4 CRISIS MANAGEMENT



Study this section in the prescribed book

As mentioned earlier it is important to have a plan in place to handle crises. In your prescribed book six principles as a strategic approach to crisis management is

discussed. We are going to use the example of Freestyle Cars from above again and apply the theory to practical examples:

- **Existing relationships:** The employees of Freestyle Cars, Investors of Freestyle Cars, the media, community and trade sector.
- **Media relations:** Freestyle needs to communicate to the public about what is going on, what the findings in the cars were. They need to make sure to use the media that their customers read, watch or listen to.
- **Reputational priorities:** Freestyle needs to focus on restoring their reputation.
- **Quick response:** Freestyle needed to act quickly. They had to recall a million vehicles and they arranged a press release to communicate the situation to the public.
- **Full disclosure:** Freestyle needs to give all the information they have; the public needs to know they are not keeping any secrets from them.
- **One voice:** Freestyle needs to make sure that everyone that is speaking to the media has the same message.

The next section will focus on the crisis response planning.



Ensure that you are able to explain the six principles of crisis management and apply them to a situation.

9.5 CRISIS RESPONSE PLANNING



Study this section in the prescribed book

By now we know that planning is of great importance when it comes to crises. This section will focus on the process that needs to be followed for effective crisis management. The process consists of four phases namely the crisis plan, the management team, the crisis communication process and the post-crisis evaluation. Let's look at each of these individually.

9.5.1 The crisis plan

It is important to have an existing plan in place in case of a crisis to ensure that it is handled correctly under pressure. The guidelines when putting a crisis plan into place is discussed in the prescribed book; make sure you can discuss the guidelines that need to be followed when putting a crisis plan into place.

Furthermore, you also need to understand the four factors that need to be considered before an organisation implements a plan of action or strategy to resolve the problem namely the gravity of the crisis, the liability of the organisation, could the crisis have been avoided and the reputation of the organisation.

Once the above factors have been considered, a relevant strategy needs to be selected to reduce the impact of the crisis. Make sure you know these strategies.

Let's look at an explanation of the different strategies:

- Pre-emptive action strategy – In this strategy the company wants to be seen as the one to break the news. They want to show the outside world that they don't have secrets.
- Offensive response strategy – In this strategy the company response to an allegation. The company will try to make as if the person that is spreading the allegation is not telling the truth.
- Defensive response strategy – Denial, excuse and justification. This is where the company denies the allegations. They say that they didn't mean the crisis to happen. They will try to show compassion.
- Diversionary response strategy – Ingratiation, concession, relabelling and disassociation. The company wants to come across as not liable for the crisis; they will provide the stakeholders with what they want. With relabelling the company will try to give a new name to a service or product so that the public doesn't associate the name with the crisis. If an individual or group is responsible for the crisis the company will try to disassociate with them.
- Vocally expressed strategies – Concern, condolence, regret, compassion and apology. With this strategy the company wants to come across as being the good guy. They will show they are concerned about the situation and people affected by the crisis. They will apologise to everyone affected.
- Rectifying behaviour strategy – Investigation, restitution, repentance and correct action. In this strategy the company will investigate all the elements of the crisis; they will try to compensate the people affected by the crisis. They will take correct action to rectify any problems that occurred.
- Strategic inaction – In this strategy the company will stay silent and not communicate to the media or public.

The second element relates to the management of the organisation.

9.5.2 The management team

It is important in times of a crisis that the outside world see that the management stands together and they are giving the same message. The management needs to be available 24/7 and they need to be well prepared. The next element deals with the crisis communication process.

9.5.3 The crisis communication process

The development of a crisis communication process is the third element or phase of crisis response planning. This is the process where the company puts the plan into action. The organisation needs to communicate with all stakeholders but especially with internal stakeholders. You will note in the prescribed book they discuss five levels of stakeholder engagement for effective crisis communication. Also make sure you keep the do's and don'ts of the communication process in mind when communicating with stakeholders.

When dealing with the media during a crisis “battlefield rules” can be used, these rules are illustrated in the figure below.

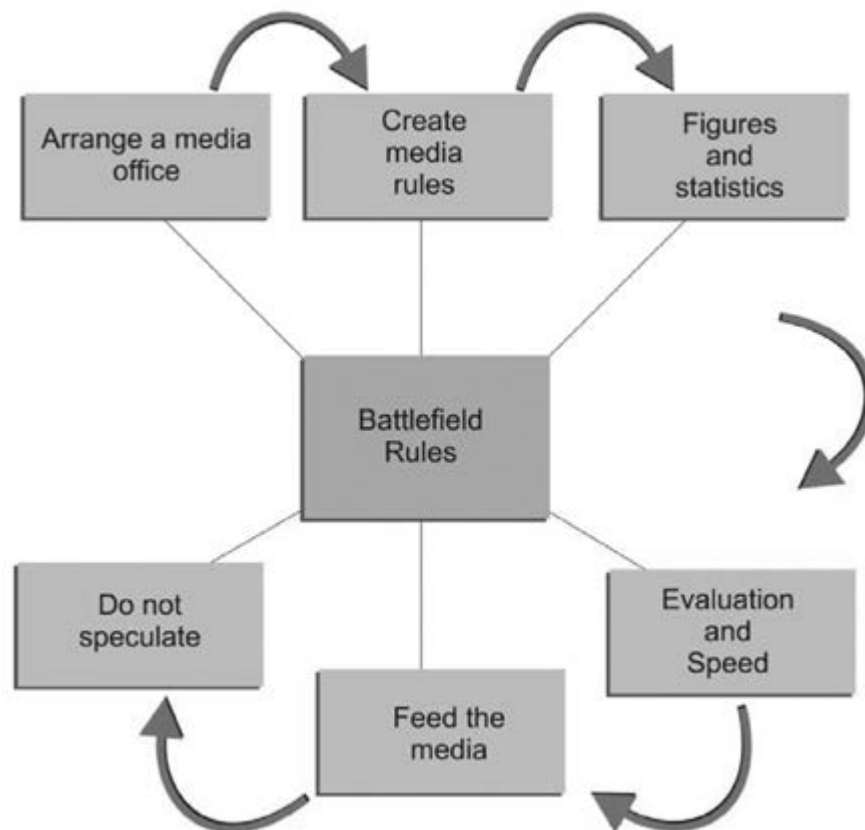


FIGURE 2: Battlefield rules for dealing with the media

9.5.4 The post-crisis evaluation

The last element or phase deals with the evaluation of the plan that was implemented. The most important thing is to understand what the company needs to do to make sure this crisis doesn't happen again in the future. The questions that need to be asked are discussed in the prescribed book.



After studying this section you need to be able to discuss the elements or phases of crisis response planning.

9.6 ACTIVITY 12



Online activity

Access the article: **Burger King cuts soft drinks from kids' meals**

<http://www.bizcommunity.com/Article/196/423/125538.html>

After studying this unit and reading the above article, go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 12: Learning unit 9 – Organisational crisis model** and motivate whether you believe this is an example of an organisation crisis and if so how would you categorise this crisis and why.

9.7 ACTIVITY 13



Online activity

Go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 13: Learning unit 9 – Share a well handled crisis**. Do some research and share with your e-tutor and fellow students a crisis that you believed was handled very well by a particular company. Include articles, links to videos and or pictures to motivate why you believe the crisis was handled well.



SUMMARY

“When written in Chinese, the word crisis is composed of two characters one represents danger and the other represents opportunity.” – John F Kennedy.

After studying this learning unit you need to have a good understanding of an organisational crisis. You should be able to define the different categories of organisational crises and be able to explain the organisational crisis characteristics. You should know what crisis management, the principles of crisis management as well as the process of effective crisis management are. The next learning unit will focus on corporate social responsibility.

SELF-ASSESSMENT QUESTIONS

- (1) Discuss the three categories of an organisational crisis and provide an example of each.
- (2) Explain the characteristics of a crisis.
- (3) Discuss the principles of a strategic approach to crisis management.
- (4) Explain the phases of crisis management.
- (5) Discuss the factors that an organisation needs to take into consideration to reduce the impact of a crisis.



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LEARNING UNIT 10

CORPORATE SOCIAL RESPONSIBILITY AND ETHICS

INTRODUCTION

More and more companies are feeling the pressure from stakeholder groups to become more responsible for the environment and society in which they operate. As a result more companies are actively engaging in socially responsible activities, such as practicing sustainable farming, getting involved in local communities and limiting the impact of the company's operations on the environment (e.g. pollution). From a PR perspective, the PR specialist has a great responsibility in communicating what is being done in terms of corporate social responsibility (CSR). As such a retail chain has to inform the public what they are doing in terms of sustainable farming, managing waste, conserving water/energy, underprivileged communities and development. In addition PR practitioners need to manage what is being said by stakeholders on public forums. One can imagine that a large oil spill in a dam will evoke a lot of reaction from the public and a lot of these reactions will be in the form of comments on social media. These need to be dealt with as quickly as possible. The way in which CSR is dealt with and managed will have a great impact on a company's image and reputation.



Learning unit 10 addresses the importance of CSR in today's day and age and explains the crucial role that PR plays in making CSR happen. For students to have a better understanding of the concept CSR, it needs to be properly defined. Seen as a PR invention, there is not only a focus on what activities to implement but also a strong focus on communicating the activities that the company is involved with.

TOPIC 4: ISSUES FACING PUBLIC RELATIONS IN AFRICA

The learning unit then also addresses a number of communication strategies that PR practitioners can use to communicate with the various stakeholders. Learning unit 10 also explains how stakeholders can be engaged in CSR, some concerns about CSR, the need for it and how the company and non-profit organisations involved can benefit from it.

The focus of your studies for this learning unit can be broken up into the following learning outcomes:

- Explain the role of CSR in PR.
- Discuss the needs, concerns and benefits of CSR in accordance with the theory.
- Explain CSR communication strategies.
- Define ethics.
- Explain the principles that lead to ethical behaviour.

10.1 THE ROLE OF PR IN DEFINING CSR



Study this section in the prescribed book

CSR has been defined by a number of authors in recent years, and while there are a lot of differences in the terminology used and the definitions itself, certain aspects are key to CSR and it includes the following:

- CSR involves companies' actions in order to *safeguard* and *improve* stakeholders' concerns with the company, community, society and environment.
- CSR requires that companies get *actively* involved in the community.
- Companies can get involved with *social* (e.g. providing support to flood victims), *economic* (e.g. creating jobs) and *political issues* (e.g. a South African parastatal investing time and money in career development).
- Companies *invest* (*i.e. time and money*) in CSR; and
- When investing in CSR, companies tend to gain *goodwill*, *loyalty* and *support* from stakeholders.

It is easy for a company to state “Together we care”, but to really make it part of a company's DNA, it needs to be more than just a statement. The different stakeholder groups want to see how they care. While PR and CSR have very similar objectives in mind, the role of PR in making CSR happen cannot be emphasised enough.



After studying this section in the prescribed textbook, you should be able to define CSR and be able to compare PR and CSR in terms of similarities and differences.

10.2 CSR – A PR INVENTION



Study this section in the prescribed book

CSR in its most basic form means that companies should act as good corporate citizens that care for the communities and environments in which they operate. If a company is seen as a good corporate citizen it will improve its reputation and image amongst stakeholders. This in essence is also what PR is all about – managing relationships with stakeholders, while building a strong reputation for the organisation. Since there are so many similarities between PR and CSR it is impossible to split the two and should CSR rather be seen as a PR activity. While a few larger companies might have separate CSR teams, it usually falls under the PR umbrella of a company.



After studying this section in the prescribed textbook, you should be able to explain how CSR is part of the PR department of a company.

10.3 CSR COMMUNICATION



Study this section in the prescribed book

PR practitioners have a great responsibility in communicating what companies are doing in terms of CSR. While there is a strong move away from one-way communication where stakeholders are informed about what the company is doing, more and more companies are striving to put two-way communication strategies in place. An example of this would typically be where an insurance company don't tell their employees which charitable cause they are going to support, but rather asks the employees to nominate and motivate a specific cause that the company can support. In this way, the company is creating excitement and buy-in from employees.

In terms of the message that the PR team needs to communicate, consider the following example. An insurance company mainly targeting women makes regular donations to a number of women-related charities. In communicating with the different stakeholder groups it is recommended that the message focus on how the money that has been donated, helped women, rather than stating how much money has actually been donated. Furthermore, it is important that the cause being supported is appropriate and in line with the company's focus. In this case, it is an insurance company targeting women and therefore supporting women-related organisations. The stronger the fit between the company and the cause, the greater buy-in the company will receive from the target market.

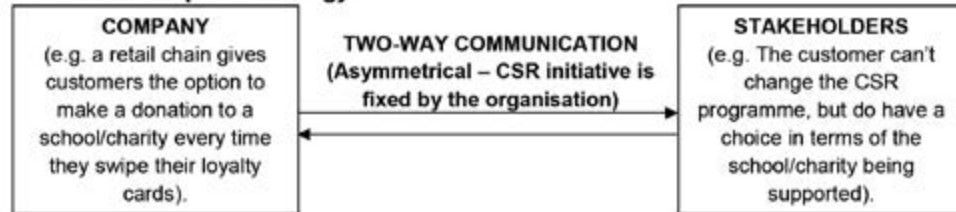
Attention now turns to the different CSR communication strategies that PR practitioners can use.

These are illustrated and explained as follows:

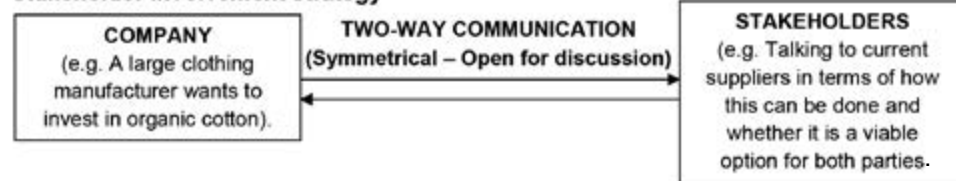
Stakeholder information strategy



Stakeholder response strategy



Stakeholder involvement strategy



After studying this section in the prescribed textbook, you should be able to explain how and what PR practitioners communicate in terms of CSR and differentiate between the three CSR communication strategies clearly.

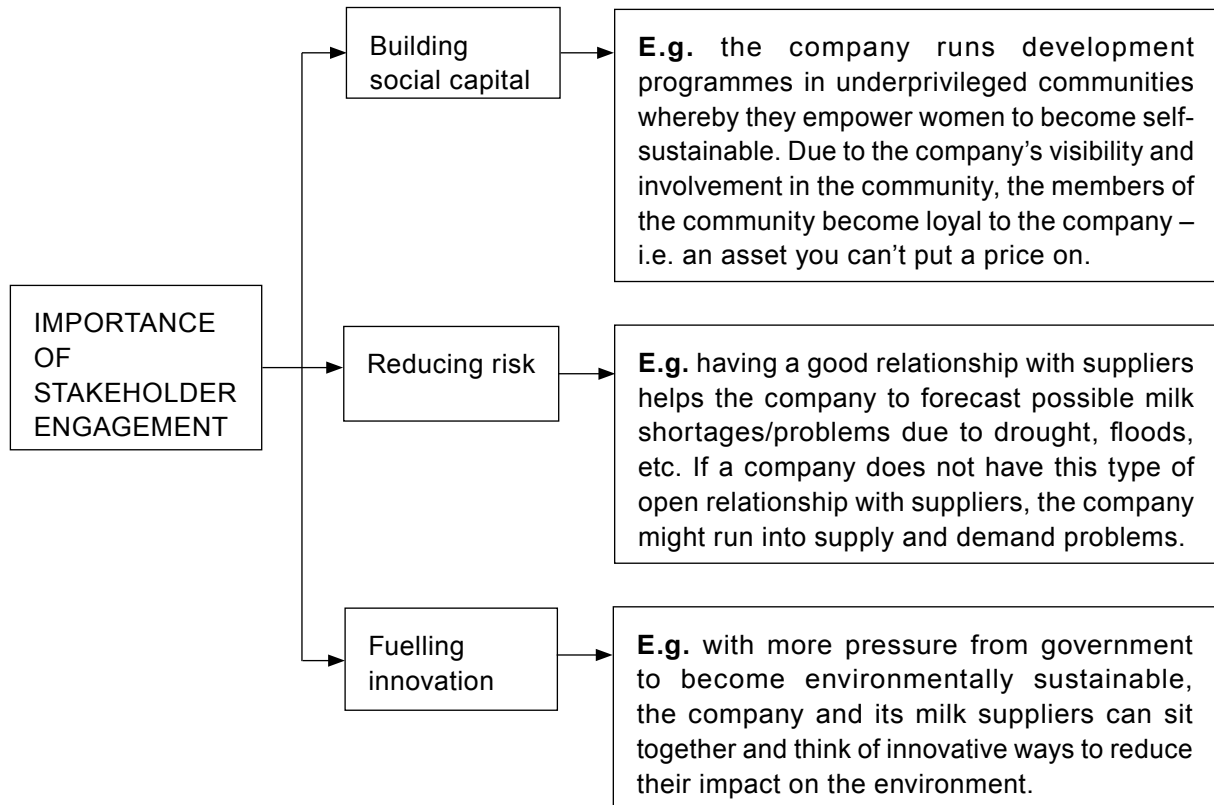
10.4 STAKEHOLDER ENGAGEMENT



Study this section in the prescribed book

Whether it is employees suggesting a social cause to support, suppliers experimenting with sustainable farming practices or government wanting to conserve energy, the involvement of the different stakeholder groups are imperative if a company wants to get buy-in and support. Not only does this buy loyalty, but also a good reputation of a company that is accessible and transparent. For stakeholder engagement to be effective, constant communication and a connectedness between the parties are crucial.

Let's look at a company producing and packaging milk to explain why it is important to engage stakeholders.



After studying this section in the prescribed textbook, you should be able to define stakeholders and stakeholder engagement, discuss the importance of stakeholder engagement and briefly explain the stakeholder engagement process.

10.5 CONCERNS ABOUT CSR



Study this section in the prescribed book

While companies are receiving a lot of pressure from stakeholders to be more responsible, companies are also feeling just as much pressure with people questioning their reasons for engaging in CSR. No matter how honest a company's intentions might be, there will always be people who will be sceptical about what is being done. Companies need to be aware of these concerns and need to show that what they are doing is really sincere. This can be done by committing to the cause on a long-term basis and by communicating the right message.



After studying this section in the prescribed textbook, you should be able to explain some of the concerns about CSR.

10.6 THE NEED FOR CSR



Study this section in the prescribed book

Today's consumers expect companies to not only operate lawfully and just, but also to be ethical, consider their impact on the environment, support charitable causes and overall look at improving the conditions in the community. Companies have a great responsibility to protect and enhance the world so that it can become a better place for future generations. While the companies are feeling the pressure from consumers rather wanting to buy from companies that are responsible, companies should not only engage in CSR for their own benefit, but should really have an urge for doing what is right.



To see how real CSR is in today's marketplace go and have a look at companies' websites and see the importance attached to things like sustainability, community involvement and CSI (Corporate Social Initiatives).



After studying this section in the prescribed textbook, you should be able to explain the need for CSR briefly.

10.7 HOW ORGANISATIONS CAN BENEFIT FROM IMPLEMENTING CSR



Study this section in the prescribed book

Let's look at an example to explain the benefits involved for companies implementing CSR. A car manufacturer, who used to import most of their parts and components from overseas, has moved away from this strategy by using parts and components that are locally produced. Not only are they reducing their carbon footprint, but also uplifting the local community, creating jobs and providing opportunities for economic growth. By implementing this strategy, the company has gained a better public image in the community, due to job creation and economic upliftment, and also has gained great media coverage about the work that they are doing and how they are saving (in terms of cost and their impact on the environment). This move to appoint new staff members, to empower and uplift and to reduce their environmental impact, generates a lot of positive energy and people are proud to be a part of it.



After studying this section in the prescribed textbook, you should be able to explain benefits involved for companies implementing CSR.

10.8 CSR – HOW NON-PROFIT ORGANISATIONS BENEFIT



Study this section in the prescribed book

It is not only companies that benefit from CSR programmes, but also the non-profit organisations that get supported through CSR activities. Whether it is an outdoor company matching every R50 their customer donate to rhino conservation, or the management team of an IT company investing time (e.g.: painting, building, etc.) and money in upgrading underprivileged schools, both parties involved should strive to build a long-term partnership. This should not only be for their own benefit, but also for the greater good of the broader community.



After studying this section in the prescribed textbook, you should be able to explain some of the benefits that non-profit organisations gain through CSR.

10.9 ETHICS AND ITS ROLE IN PR

This section is not discussed in your prescribed book. You only need to study the below section from the learning unit.

10.10 DEFINING ETHICS

According to Rensburg & Cant (2009) ethics may be interpreted as the public’s perception of an organisation’s standards of behaviour. Ethics involve a moral judgement of the consequences of what the organisation and its employees say and do.

The three major theoretical approaches to ethics can be seen in the table below.

Theoretical approaches to ethics	Discussion
The Kantian theory	The Kantian theory of ethics involves a normative ethic. At a minimum this ethic is one that all rational people would find acceptable after carefully considering the pros and cons of an issue. This normative approach implies ethical behaviour that focuses on the rights of others. This approach to ethical decision-making allows considerable discretion, as it relies on value based beliefs and attitudes. Therefore, even within the normative approach, inconsistent judgements can be made about the ethical nature of business decision.
The utilitarian theory	The utilitarian theory of ethics implies that consequences of actions determine ethical behaviour. This approach suggests that outcomes drive the decision and being responsible for the results of business decisions will promote ethical behaviour. Still some decisions have unintended consequences not considered in the decision making process. Unethical actions may result from decisions that were initially believed ethical. Conversely, ethical actions may follow unethical decisions.

Theoretical approaches to ethics	Discussion
The contractual theory	The contractual theory of ethics relies on actual or hypothetical contracts and laws to determine and monitor ethical behaviour. Although the contractual approach is considered more suitable to the general business framework, it relies on external enforcement of the contracts.

Source: Rensburg & Cant (2009:252)

10.11 ETHICS IN PUBLIC RELATIONS

“The following principles provide the foundation that leads to ethical behaviour in public relations ethics” (Rensburg & Cant, 2009; Newsom, Turk & Kruckeberg, 2013):

- **Damages and benefits.** Minimise or avoid damages as far as possible and promote benefits.
- **Respect people.** People need to be treated with respect and dignity.
- **Tell the truth.** Be transparent and let the stakeholders know what is happening.
- **Action speaks louder.** The public’s view of an organisation is based mostly on what they see the organisation doing rather than what they are saying.
- **Listen to stakeholders.** The stakeholders’ reaction to the organisations’ products, policies and practices should be taken into account and communicated to management.
- **Manage for tomorrow.** Anticipate reaction and eliminate practices that create difficulty.
- **Remain calm, patient and good-humoured.** Make sure that everything is in place to be able to handle crises with consistent, calm and reasoned attention to information.



Every public association across the globe has a code of conduct to guide their members to be professionally responsible. Do an internet search on the topic and see if you can find some of these codes of conduct.



After studying the above section, you should be able to define ethics, discuss the three major theoretical approaches to ethics and the principles that provide the foundation that lead to ethical behaviour in PR.

10.12 ACTIVITY 14

**Online activity**

Access the KFC: Journey of Hope link <http://www.ogilvy.co.za/2013/04/kfc-journey-of-hope/>

After studying this unit and watching the video above go to **Forum 3: Activity Lounge** on your e-tutor site and participate in **Discussion 14: Learning unit 10 – Corporate social responsibility and KFC** and discuss why this is considered to be corporate social responsibility.

**SUMMARY**

Learning unit 10 focused on the role of PR in CSR. The concept has been defined in this learning unit and the important communication role that PR plays in this process have been discussed. For CSR to be effective it is crucial to get stakeholders' involved in the process and to manage the relationship between the parties. In addition to the concerns about CSR and the needs for CSR, the learning unit also addressed the benefits for both the company and non-profit organisations involved in CSR. The learning unit ended with a brief discussion of ethics and PR. This then concludes learning unit 10.

SELF-ASSESSMENT QUESTIONS

- (1) Define the concept corporate social responsibility (CSR) and explain the relationship between CSR and PR.
- (2) Discuss the important role that communication plays in CSR and provide some guidelines in terms of what PR practitioners need to communicate with their CSR activities. Support your discussion with practical examples.
- (3) Clearly differentiate between the three communication strategies that PR specialists can use and support your answer with practical examples of each.
- (4) Explain in detail why stakeholder engagement is important and support your answer with practical examples.
- (5) People tend to be very sceptical about companies' CSR activities. Explain some of the concerns about CSR.

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