

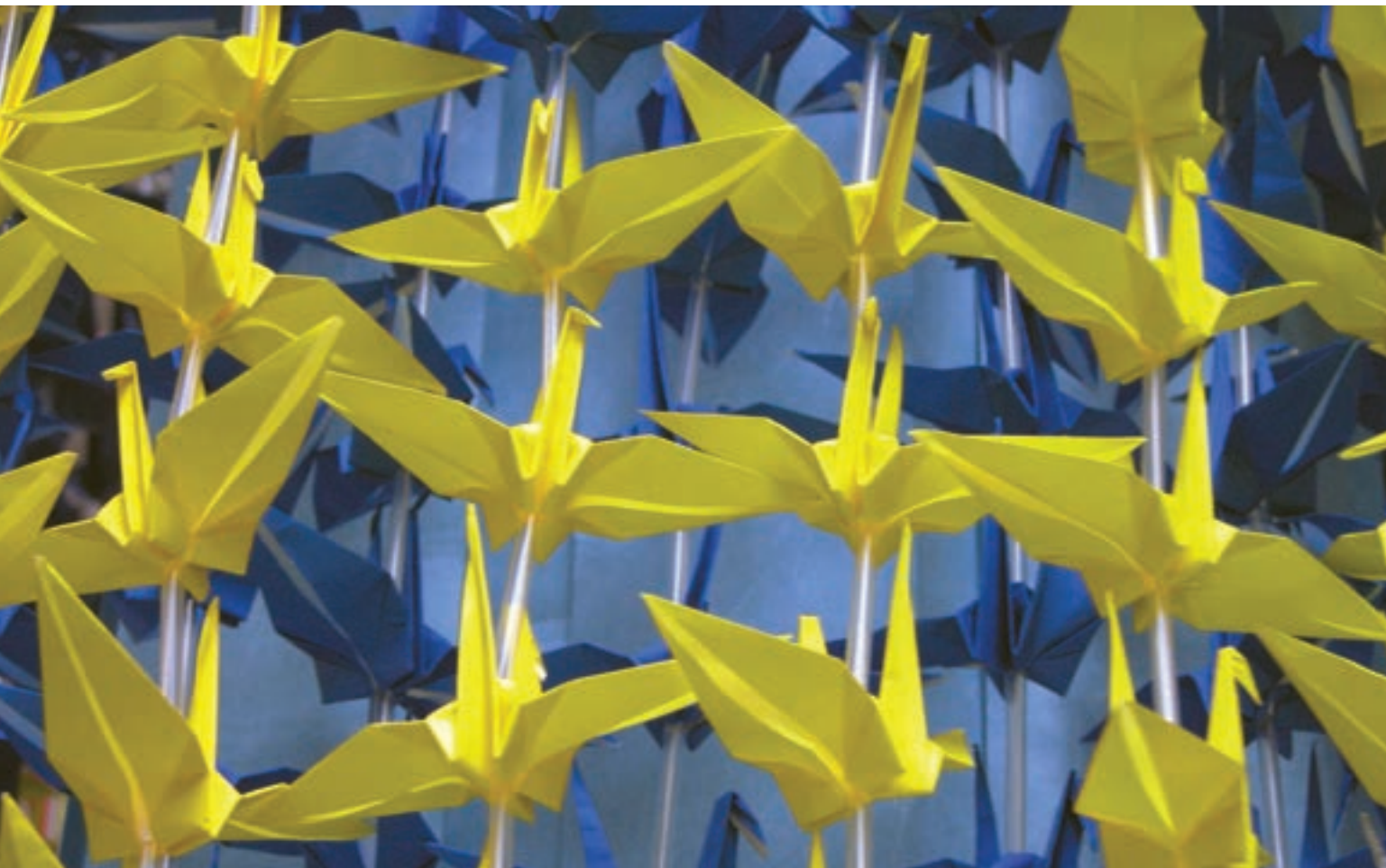
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Public Relations

Strategies and Tactics

ELEVENTH EDITION



Dennis L. Wilcox • Glen T. Cameron • Bryan H. Reber

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Public Relations

Strategies and Tactics

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Public Relations

Strategies and Tactics

Eleventh Edition

Global Edition

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Preface

A textbook should be more than packaged information arrayed in page after page of daunting gray type that makes a reader's eyes glaze over. It should be written and designed to engage readers with attractive photos and charts, concise summaries of key concepts, and plenty of practical examples from today's practice that actively engages the reader. It must have clear learning objectives for every chapter and actively engage students in critical thinking and problem solving.

That's why this new edition of *Public Relations: Strategies & Tactics* continues its widely acclaimed reputation as the most readable, comprehensive, up-to-date, introductory public relations text on the market. This 11th edition, like others before it, continues to successfully blend theory, concepts, and actual programs and campaigns into a highly attractive format that is clear and easy for students to understand.

Students will find interesting examples, case studies, and illustrations throughout that will encourage them to actively engage in learning the basic concepts of professional practice. This text will also challenge them to develop their creative problem-solving skills, which is essential for a successful career in public relations.

The book also appeals to instructors who want their students to thoroughly understand the basic principles of effective public relations and be able to apply them to specific, real-life situations. Indeed, many instructors report that this text does an outstanding job of instilling students with a deep understanding of what it means to be a public relations professional with high standards of ethical responsibility.

This new edition, like others before it, is consistent in offering a comprehensive overview of today's public relations practice, the issues facing the industry, and highlighting programs and campaigns that set the standard for excellence. Students learn from award-winning campaigns, but they also learn from situations where an organization's efforts were less than successful and have even bordered on a lack of ethical responsibility. That's why the "good, the bad, and the ugly" is included in this book.

New in the 11th Edition

The authors have considerably revised and updated every chapter of the book to reflect today's diverse public relations practice on the local, national, and international level. The suggestions of adopters and reviewers regarding the 10th edition have been given serious consideration and have helped make this edition even better than the last one.

Consequently, this edition contains the best of previous editions but, at the same time, has replaced all dated material with new information and case studies that reflect the pervasive use of the Internet and social media that has revolutionized the public relations industry. This makes this edition particularly relevant to students and instructors. The following highlights the new approach and content:

New Coauthor

We are pleased to add Dr. Bryan H. Reber, professor of public relations at the University of Georgia, as our new co-author. He is an experienced academic with more than 15 years of professional experience that and teaches a range of undergraduate

and graduate courses in public relations. This not only gives him expertise but valuable insights on how to write and present material that help students learn and clearly understand basic concepts. He is well-known among fellow academics for his research and is highly regarded as a leader in public relations education.

New Social Media in Action Features

The use of the Internet and social media in public relations is pervasive throughout this new edition, but a new feature, Social Media in Action, spotlights particular programs that extensively used social media to accomplish their objectives or issues that involved the use of social media by various organizations. Some examples include the following:

- An ad agency hires interns through a Twitter campaign (Chapter 1)
- Dealing ethically with consumer websites (Chapter 3)
- Sterling Vineyards finds the perfect online host (Chapter 4)
- Google analytics guides a tourism campaign by New Brunswick (Chapter 5)
- Using social media in a national campaign for Hilton Double Tree hotels (Chapter 6)
- Nestle gets in social media fight with Greenpeace (Chapter 7)
- Chevy at SXSW (Chapter 8)
- Changing nutrition perceptions about McDonald's (Chapter 9)
- Getting the word out via social media after a tornado (Chapter 10)
- Clorox develops “potty humor” for moms (Chapter 11)
- FCC goes after celebrity social media endorsements (Chapter 12)
- Marriage equality symbol goes viral (Chapter 13)
- Samsung introduces its new Galaxy Note (Chapter 14)
- Red Bull uses website for “storytelling” (Chapter 15)
- Registering for conventions and events on the Web (Chapter 16)
- Social media helps Duke Energy communicate in wake of Hurricane Sandy (Chapter 17)
- A royal birth generates record Web traffic (Chapter 18)
- Centers for Disease Control (CDC) gets help from Zombies (Chapter 19)

New Features on Ethical Practice

Ethical practice in the real world is rarely a black-white situation. These new features focus on questionable practice and ask students to evaluate the situation from their own perspective and what they have learned about professional standards. Some samples:

- Facebook and its public relations firm conducts a stealth campaign against Google (Chapter 1)
- Was Ivy Lee less than honest during labor problems at a Colorado mine? (Chapter 2)
- Cash “bribes” for coverage in China (Chapter 3)

- Wal-Mart drops public relations firm for ethical lapse (Chapter 4)
- A grassroots campaign pits business against environmentalists (Chapter 6)
- Word-of-Mouth (WOM) campaigns raise concerns (Chapter 7)
- Lowe’s stumbles on sponsorship of All-American Muslim (Chapter 11)
- Employers standards for employee blogs, social media outreach (Chapter 13)
- The blurring line between “earned” and “paid” media (Chapter 14)
- Student loan industry does “aggressive” lobbying (Chapter 19)
- Would you buy a T-shirt made in Bangladesh? (Chapter 20)

New Features Highlighting Award-Winning Campaigns

A key selling point of this new edition is new casebooks that make today’s practice of public relations more “real” to students. A special effort has been made to focus on campaigns that would interest students and include brands that are familiar to them. Some samples include the following:

- A Miami Cuban restaurant celebrates its 40th anniversary (Chapter 1)
- IBM has a global birthday celebration (Chapter 4)
- 7-Eleven celebrates its birthday with free Slurpees (Chapter 4)
- Chase bank creates awareness of its new, premier credit card (Chapter 6)
- Infographic about using cell phones on the toilet is a hit (Chapter 7)
- Pampers campaign makes every Hispanic child special (Chapter 11)
- Ben & Jerry’s celebrates same-sex marriage (Chapter 11)
- Social media fuel a solar decathlon by the U.S. Department of Energy (Chapter 13)
- Campaigns by Adidas, Singapore tap social media (Chapter 13)
- Video warns young people about decorative contact lenses (Chapter 15)
- A winning promotional strategy for a Picasso exhibit (Chapter 16)
- Mini-cases on promoting beer, garlic and even vibrators (Chapter 16)
- Fifty shades of tourism promotion: four mini-cases (Chapter 18)
- “Above the Influence” campaign by Drugfree.org (Chapter 19)

New Insights about Working in Public Relations

The theory and principles of public relations are important, but students considering a career in public relations also need to know about current trends and issues in the field, including guidelines on how to do a specific tactic. The following are a sampling of highlighted features that give students such insights:

- Traits needed to succeed in a public relations career (Chapter 1)
- The social media of the reformation in the 15th century (Chapter 2)
- The characteristics of a typical woman who is a VP of public relations (Chapter 2)
- A global study identifies the top issues facing public relations executives (Chapter 2)
- Three examples of foreign clients served by U.S. public relations firms (Chapter 4)

- Kenya issues a Request for Proposal (RFP) to promote tourism (Chapter 4)
- The “big picture” of how to do a program plan (Chapter 6)
- Are women better communicators than men? (Chapter 7)
- News releases are still valuable in the digital age (Chapter 7)
- How Ketchum evaluated its Double Tree hotels campaign (Chapter 8)
- How companies can become more “authentic” (Chapter 9)
- How to communicate with various ethnic groups (Chapter 11)
- Are conversations between clients and public relations counsel legally protected? (Chapter 12)
- The top ten organizations with Facebook and Twitter followers (Chapter 13)
- How to write a multimedia news release (Chapter 14)
- Edelman annual survey finds low trust about business (Chapter 17)
- The Super Bowl: An economic engine on steroids (Chapter 18)
- Obama’s campaign team becomes a policy promotion team (Chapter 18)
- Google increases its Washington lobbying (Chapter 19)
- Crowdsourcing as a new way of fundraising (Chapter 21)

Updated Stats about the Public Relations Industry

This new edition provides the latest published statistics about the public relations industry and advances in the Internet and social media. Some samples include the following:

- The most recent salaries based on experience, gender, and job level (Chapter 1)
- The Global Alliance for Public Relations sets new standard of professional responsibility in the Melbourne Mandate (Chapter 3)
- The top ten public relations firms in the United States by income and employees (Chapter 4)
- Internet penetration and use throughout the world (Chapter 13)
- Share of audience by the leading social media sites (Chapter 13)
- The top four languages in the world in terms of speakers (Chapter 20)
- A breakdown of charitable giving in the United States by sources and recipients (Chapter 21)

Expanded Information on Diverse and Multicultural Audiences

Communicating with diverse, multicultural audiences is a necessity in today’s society. A sampling of the following features will help students better understand the opportunities and the pitfalls:

- A campaign to highlight Hispanic lifestyles (Chapter 6)
- Minorities assure Obama’s re-election (Chapter 11)

- Pepsi sponsors a global Latin music festival (Chapter 11)
- Educational levels and income of various ethnic groups (Chapter 11)
- Broadcast media has large Hispanic audience (Chapter 15)
- Chinese tourists flood the world (Chapter 18)
- Reaching out to the Muslim world (Chapter 20)

New Features on Conflict and Crisis Communications

Conflict and crisis often make the headlines, and students need to know that both advocates and opponents extensively use public relations to influence public opinion and legislation. The following new features, often from yesterday's headlines, will provide students with a good context for understanding the concepts of conflict and crisis management:

- Framing fracking: What is the truth? (Chapter 9)
- Gun control advocates and opponents square off (Chapter 9)
- Benetton faces criticism for using Bangladesh sweatshops (Chapter 10)
- Changing corporate culture helps Toyota recover its business (Chapter 10)
- MillerCoors faces controversy in sponsorship of Puerto Rican Day parade (Chapter 12)
- Coca Cola battles threats from regulatory and consumer groups (Chapter 12)
- Wal-Mart deals with angry investors after a bribery scandal (Chapter 17)
- A Chinese boycott affects Japan's automakers (Chapter 17)
- Carnival lines faces a crisis when a ship gets disabled (Chapter 18)
- Syria, other nations use social media as a weapon of war (Chapter 20)
- Campaign to combat the practice of female mutilation in Africa (Chapter 21)
- Apple resigns from U.S. Chamber of Commerce over global warming issues (Chapter 21)

Expanded Information on Internet and Social Media Analytics

The buzzword, Big Data, has now entered the mainstream and public relations professionals are now using new software metrics and analytics for both research and measurement. Some examples for this new edition:

- Web analytics, use of dashboards, monitoring mentions on social media, conducting research surveys using social media (Chapter 5)
- How Hilton's DoubleTree hotels and Ketchum used research to plan a national campaign (Chapter 8)
- Measuring effectiveness on the Web (Chapter 8)
- The power and reach of Facebook by the numbers (Chapter 13)
- Does Justin Bieber really have 37 million followers? (Chapter 13)

Short Essays by Young Professionals

This new edition adds a new dimension by having young professionals tell students in their own voice about working in the trenches. Their writing style is breezy and personal, which students will enjoy.

- Robin Carr, director of public relations for Xoom, tells students to do more networking (Chapter 1)
- Kellie Bramlet, account executive at Black Sheep Agency, tells about the hectic life of working in a public relations firm (Chapter 4)
- Michelle Kraker, an experienced public relations professional, writes that being a social media manager is not all fun and games (Chapter 13)

Actual Job/Intern Postings in Public Relations

Students are curious about the type of jobs that are available in public relations. This edition provides some sample job descriptions and what qualifications are needed.

- What Ogilvy Public Relations expects in an application for an internship (Chapter 1)
- An entry-level position for a New York City public relations firm (Chapter 1)
- A Phoenix company seeks a public relations specialist (Chapter 4)
- A New York City firm seeks an experienced account executive (Chapter 4)
- A Los Angeles company seeks an event manager (Chapter 16)
- NBC Universal seeks a press coordinator (Chapter 18)
- Empire State College looking for a director of communications (Chapter 21)

Organization of the Book

This edition also continues its tradition of organizing the contents into five parts in order to give a complete overview of the field: These parts are (1) role, (2) process, (3) strategy, (4) tactics, and (5) application. Such an organization allows instructors the flexibility of selecting what parts of the book best fits the objectives and length of the course.

Part 1 is the role of public relations in society, which describes what public relations is and what kinds of specialization are available in the industry. It also gives a brief history of public relations, the development of professional practice, and how public relations department and firms do business.

Part 2 is the process of public relations that includes a chapter each on research, planning, communication, and evaluation.

Part 3 deals with strategy, which includes the concepts of public opinion and persuasion, conflict management and crisis communications, reaching diverse audiences, and the legal aspects that affect public relations practice.

Part 4 is an overview of the actual tactics used by public relations professionals such as the use of the Internet and social media, preparing materials for mass media, placements on radio and television, and how meetings and events advance public relations goals.

Part 5 shows how public relations is used by various segments of society. Corporate public relations leads off and is followed by entertainment, sports, and tourism. The last three chapters deal with politics and government, global public relations, and non-profits in health and education.

Student Learning Tools

Each chapter of *Public Relations: Strategies and Tactics* includes several learning tools to help students better understand and remember the principles of public relations, and to give them the practice they need to apply those principles to real-life situations. This edition continues the tradition of providing key student learning aids at the beginning and end of every chapter. In each chapter, you will find:

- **Chapter-Opening Preview.** Learning objectives for students are succinctly stated at the beginning of every chapter.
- **End-of-Chapter Summary.** The major themes are summarized at the end of each chapter.
- **End-of-chapter Case Activity.** A public relations situation or dilemma based on actual cases is posed, and students are asked to apply what they have just read in assigned chapter. These case problems can be used either for class discussion, group projects, or as written assignments. The following are some new case activities in this edition:
 - Promoting beef jerky as a healthy snack (Chapter 1)
 - Do men and women have different perceptions of public relations as a career? (Chapter 2)
 - Three ethical dilemmas in the workplace (Chapter 3)
 - Conducting research to determine a course of action in fighting a rumor (Chapter 5)
 - Promoting increased public awareness of “fair trade” coffee (Chapter 6)
 - A new campaign to combat heart disease (Chapter 7)
 - How to evaluate the success of Mexico’s tourism campaign (Chapter 8)
 - Convincing fellow students to do fundraising for a cause (Chapter 9)
 - Business and minority groups fight a soda ban in New York City (Chapter 10)
 - A campaign to increase student diversity at a university (Chapter 11)
 - Should employers restrict social media use by employees? (Chapter 12)
 - Planning special events to promote a luxury handbag (Chapter 16)
 - Planning a corporate wellness campaign (Chapter 17)
 - Planning a promotion for a Colorado resort (Chapter 18)
 - A health campaign about a possible flu epidemic (Chapter 19)
 - A social media campaign for Goodwill Industries (Chapter 21)
- **Questions for Review and Discussion.** A list of questions at the end of each chapter helps students prepare for tests and also stimulates class discussion.

- **Media Resources.** These updated end-of-chapter lists of readings and websites give students additional references for exploring topics brought up in the chapter.
- **Useful Websites and Bibliography.** This updated collection of selected books, periodicals, and directories at the end of the book provides a more complete list of references for students wishing to conduct further research.

Instructor Resources

Name of Supplement	Description
Instructor's Manual and Test Bank	This comprehensive instructor resource provides learning objectives, chapter outlines, sample syllabi, class activities, and discussion questions. The fully reviewed Test Bank offers more than 700 test questions in multiple-choice, true/false, and essay format. Each question is referenced by page. Available for download at www.pearsonglobaleditions.com/Wilcox (access code required).
PowerPoint™ Presentation Package	This text-specific package provides lecture slides based on key concepts in the text. Available for download at www.pearsonglobaleditions.com/Wilcox (access code required).

To learn more about our programs, pricing options, and customization, visit www.pearsonglobaleditions.com/Wilcox.

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Defining Public Relations



After reading this chapter, you will be able to:

Be familiar with the global scope of the public relations industry

Have a good definition of public relations

Understand that public relations is a process, not an event

Know the difference between public relations, journalism, advertising, and marketing

Assess the skills needed for a public relations career and what salary to expect

The Challenge of Public Relations

It is 9 A.M. and Anne-Marie, a senior account executive in a San Francisco public relations firm, is at her desk getting ready for a full day of busy activity. She takes a few minutes to answer some text messages, scan her e-mails, and tweet a printing firm about the status of a brochure. She also quickly flips through the local daily, reviews the online editions of the *Wall Street Journal* and the *New York Times*, and checks her Google Alerts list to catch up on any late-breaking news or postings about the firm's clients.

She downloads a *Wall Street Journal* article about the increasing risk of tainted food from foreign suppliers and makes a note to have her student intern do some more research about this issue. One of Anne-Marie's clients is a restaurant chain, and she senses an opportunity for the client to capitalize on the media interest by informing the press and the public about what the restaurant chain is doing to ensure the quality and safety of their meals.

She then finishes a draft of a news release about a client's new tablet computer and forwards it to her supervisor, a vice president of client services, for review before it is e-mailed to the client. She will also attach a note that an electronic news service can deliver it to newspapers across the country later in the day. Anne-Marie's next activity is a brainstorming session with other staff members in the conference room to generate creative ideas about revamping a Facebook page for a microbrewery that will generate more interest and "likes."

When she gets back to her office, she finds more text messages, tweets, and voice-mails. A reporter for a trade publication needs background information on a story he is writing; a graphic designer has finished a rough draft of a client's new logo; a catering manager has called about final arrangements for a VIP reception at an art gallery; and a video producer asks Anne-Marie to preview a video clip of a celebrity giving a testimonial about a client's new designer jeans. Once the video is finalized, it will be uploaded to YouTube, the company's web page, and distributed by satellite to television stations throughout the nation.

Lunch is with a client who wants her counsel on how to position the company as environmentally conscious and dedicated to sustainable development. After lunch, Anne-Marie walks back to the office while talking on her phone to a colleague in the New York office about an upcoming satellite media tour (SMT) to announce a national food company's campaign to reduce childhood obesity. She also calls an editor to "pitch" a story about a client's new product. He's interested, so she follows up by sending some background material via a tweet providing links to several websites. Back in the office, Anne-Marie touches base with other members of her team, who are working on a 12-city media tour by an Olympic champion representing Nike.

Then it's back to the computer. She checks several online databases to gather information about the industry of a new client. She also reviews online news updates and postings on popular blogs to find out if anything is being said about her clients. At 5 P.M., as she winds down from the day's hectic activities, she reviews news stories from an electronic monitoring service about another client, an association of strawberry producers. She is pleased to find that her feature story, which included recipes and color photos, appeared in 150 dailies and were also used by several influential food bloggers.

But the day isn't quite done. Anne-Marie is on her way to attend a chapter meeting of the Public Relations Society of America (PRSA), where the speaker will discuss trends in reputation management. It's her way of continuing her education since her graduation from college four years ago with public relations major and a minor in

marketing. After the meeting, she networks with several other members over a glass of wine and a quick dinner. It's a nice respite from the constant deluge of text messages, e-mails, and tweets on her mobile phone that must be dealt with before she calls it a day.

As this scenario illustrates, the profession of public relations is multifaceted and public relations professionals have many roles as shown in the infographic on page 43. A public relations professional must have skills in written and interpersonal communication, media relations and social media, research, negotiation, creativity, logistics, facilitation, problem solving, and strategic thinking.

Indeed, those who want a challenging career with plenty of variety often choose the field of public relations. The U.S. Bureau of Labor Statistics (www.bls.gov/ooh) estimates that the field already employs more than 300,000 people nationwide, and its 2012–2013 *Occupational Outlook Handbook* projects a 23 percent growth rate in public relations specialists through 2020, faster than the average for all occupations. The handbook notes that the growth of the public relations occupation “. . . will be driven by the need for organizations to maintain their public image in a high-information age and with the growth of social media.” The handbook also gives a good description of what public relations managers and specialist do; as can be seen in the Insights box which follows.

More good news: A public relations although battered by the recent economic recession, seems to be somewhat resilient. Jim Rutherford, executive vice president (EVP) of private equity firm Veronis Suhler Stevenson (VSS), quipped to *PRWeek*, “The economy may have been in a downturn, but even companies in bankruptcy protection had to communicate to their stakeholders.”

on the job

INSIGHTS

The Nature of Public Relations Work

The *Occupational Outlook Handbook 2012–13*, published by the U.S. Bureau of Labor Statistics (www.bls.gov/ooh), describes the various activities of public relations specialists and managers:

Duties

Public relations managers and specialists typically do the following:

- Write news releases and prepare information for the media.
- Identify main client groups and audiences and determine the best way to reach them.
- Respond to requests for information from the media or designate an appropriate spokesperson for information source.
- Helps clients communicate effectively with the public.
- Develop and maintain their organization's corporate image and identity, using logos and signs.
- Draft speeches and arrange interviews for an organization's top executives.
- Evaluate advertising and promotion programs to determine whether they are compatible with the organization's public relations efforts.
- Develop and carry out fundraising strategies for an organization by identifying and contacting potential donors and applying for grants.

(continued)