CLA 311

Corporate Public Relations

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LECTURE ONE

Philosophy of Corporate Public Relations

Introduction

In this lecture, we shall discuss the philosophy of corporate public relations. In doing this, we shall relate its importance to mankind, his activities, the means through which he carries out those activities and why.

Objectives

At the end of this lecture, you should be able:

1. To explain the philosophy that drives corporate public relations.
2. To explain how public relations add value to human life through interpersonal communication.
3. To explain how public relations adds value to the life of a corporate organisation from its inception through its growth towards the achievement of its long term goals.

Pre-Test

1. The philosophy of corporate public relations derives from the definitions of public relations. Yes or No?
2. Give reasons for your answer to Question 1.
3. The philosophy of corporate public relations requires knowledge about the nature of ---- and how he --- in the ----.

CONTENT

The philosophy of corporate public relations emanates from the various definitions of public relations. Public relations is about man, its importance to mankind, his activities, the means through which he carries out those activities and why. Indeed corporate public relations is about how an organisation, as a corporate citizen, be it government, commercial, or non-commercial, interacts through communication with

people who are citizens within its host community and its contemporaries in the industry to which it belongs. Did you ask what host community is? Okay, a host community is the place where a corporate organisation is located. This is because the organisation is regarded as a guest while the people who own the parcel of land on which the company is located represent the community. Does that answer your question? Thanks. Then, we can move on. So as I was saying, the basic function of corporate public relations is to use communication as tool to enlighten its publics through the creation of awareness about the availability of a product or service and where to get it. Public relations also educates people about what to do to avert danger or help protect their children from diseases. . Are you listening? Okay, then can you give an example of an organisation that educates people in this regard? Yes, you are right. The ministry of information both enlightens and educate people on how and where to get all kinds of immunisations for their children. ,

Public relations emancipates, energizes, empowers, elevates and enriches man. It can empower an individual through the dissemination of relevant information (education). Therefore the philosophy of PR is the philosophy about human kind. It is important to know the nature of man, this will help illuminate how to identify and thus understand the means of educating man. Because man is not just a biological organism but also an animal endowed with reason whose highest dignity is in the intellect.

Public relations as a management activity helps in defining and achieving organizational objectives and philosophy which help toward adapting to a changing environment and in facilitating organizational change. PR practitioners communicate with all relevant internal and external publics in the effort to create consistency between organizational goals and societal expectations. Their duties go far beyond the skills of communicating.

Like their counterparts in other functional areas of their organization, they must be able to influence policy decision and develop strategies to implement them. PR informs, creates ideas, persuades people and makes things happen. It establishes and maintains mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics.

Source: Http://www.globalpr.org/knowledge/features/philosophypr_odele.pdf, accessed 17th September, 2013.

By and large, the philosophy of public relations is woven around eight immeasurable values it offers to both society and the organisations it serves. Most of these centre on public relations' role of nurturing and cementing institutional and social relationships. Thus, in relation to these eight values, Public Relations:

- Represents the needs, interests, and expectations of organisations various publics to corporate management and then take feedback to the publics in form of explanations of management's position on issues of mutual benefits in a transactional manner that engender mutual adjustments between the organisation and the larger society.
- Places premium attention on society in the widest sense and works in the greater interest of society instead of the organisation's interest only.
- Has the opportunity to improve cooperation of an organisation with its publics in the process of working toward the best interest of the larger society and may, by that, avert any arbitrary or coercive government action.
- Provides invaluable information to people about how their environment can positively influence their lives.
- Troubleshoots issues and establishes their positions in order to sensitise management of its ethical responsibilities, even though PR practitioners has no ethical justification to be a conscience to an establishment whose leadership is bereft of one.
- Through its principles, PR reflects the fundamental cooperative natures of human being and consequently its practitioners earn their reputation both as counsellors and thus problem solvers.
- As Newsom, Turk and Kruckeberg (2010) sum it up succinctly, being socially responsible implies that practitioners must live by these obligations.

Adapted from Newsom, Turk and Kruckeberg (2010).

Summary

In this lecture, we have stated that the philosophy guiding the practice of corporate public relations is hinged on the various definitions of public relations. Among other things, we emphasised the importance of corporate public relations to man, the various activities he carries out, whether at the individual or corporate level. We also discussed its importance to its host communities and stated its usefulness to humanity in general terms by stating how it emancipates, empowers, energises, elevates and enriches individual and corporate entities. We ended the session by enunciating eight basic values which corporate public relations offers humanity.

Post-Test

1. From where does the philosophy of corporate public relations emanate?

2. What is the relevance of host community to corporate public relations and vice-versa?

3. What is the fundamental function of corporate public relations?

4. Discuss any four of the values around which the philosophy of public relations is woven.

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LECTURE TWO

Objectives of Public Relations

Introduction

In this lecture, we shall discuss the objectives of Public Relations (PR), that is the reason corporate organisations or individuals use PR in nurturing and sustaining their relationships with their various publics. We shall also use objective, aim, and goal interchangeably.

Objectives

At the end of this lecture, you should be able:

1. To explain what an objective is.
2. To explain why a PR practitioner must set an objective for every programme he designs.
3. To explain the difference between broad and specific objectives of a PR campaign.

Pre-Test

1. The two major types of objectives are --- and ---.

2. An example of a broad PR --- may be to educate a --- audience.

3. An example of a specific PR objective is to --- awareness.

CONTENT

In simple clear language, an objective is a goal or aim; it is the reason for embarking on an exercise or action. For instance, the aim of politicians who expend their financial resources on electioneering campaigns is to be elected to an office. Such people may want to become a president, governor; or may want to be a member of the national or state assembly, among other elective positions. Is that clear and understandable to you? Good**.**

The objective of corporate public relations (CPR) subsumes under the principle of corporate communication which in itself, according to van Riel, (1995) is a potent weapon of management in its daily transactions with the various groups which constitute its various publics. Through it, management thoroughly harmonises all forms of both internal and external communication to create a favourable platform for mutually beneficial relationships with publics that are critical to the success of a corporate organisation**.** To do this effectively, an organisation must always reach out to its publics and educate them about its problems, aspirations and progress.

The objectives of PR are usually designed by PR planners from three basic dimensions. These are to create a strong sense of credibility, for effective delivery of information and to properly establish positive or strong image of an organisation. Besides these broad goals, there are smaller objectives that focus on prospects such as creating a sound and concrete corporate brand, repositioning the reputation of an organisation, redefining the positioning of an organisation or any of its brands.

Indeed, when there is need to give and convey news about an organisation or any of its brands, Public Relations are a suitable tool to accomplish the respective goal. (Anonymous – Know This.Com; Accessed 24/3/2014).

In real terms, an objective is the particular corporate organisational desired end-point; it represents the specific knowledge, opinion and behavioural outcomes which an organisation projects to achieve for the well-defined target public. (www.businessdictionary.com) accessed 24/3/2014.

According to Brad Gangnon, a Public Relations (PR) objective must meet the criteria of the SMART Model. SMART is an acronym for: Specific, Measurable, Attainable, Realistic and Timely. This means that the objective must be specific; it must state clearly what will be attained, that is achieved, by what time and in realistic terms. Besides, at the end of the PR Campaign, it should be possible to measure that is evaluate the extent to which the objective set before the campaign began has been achieved.

For example, a broad (general) PR campaign objective may be to educate a target audience. However, specific objectives/goals may be as follows:

i) To create awareness of a product or service, when a company is introducing a new product or relaunching an existing product as it is often done by Unilever Nigeria Limited in relation to its popular detergent brand – OMO Washing Powder. The breweries also do relaunching after repackaging their products.

This PR element is what marketers use to generate consumer attention and awareness through media placements and special events.

ii) To provide customers with additional information about products and services. This is usually done to help customers gain understanding of the products or services, through newspaper or magazine articles, newsletters, TV shows and radio Talk Shows.

iii) To reinforce a particular product/service brand by maintaining positive relationships with key audiences, in an effort to build a strong brand image which in turn helps an organisation build it business. Besides, a strong brand image can help a company build its business in times of crises.

iv) To create interest in a product; this is done through PR placement, of a short product article in a newspaper or magazine; such article can also be included with other products in "round-up" article. Stories in the media can also entice a target audience to try a product. For example, the objective of the serial reading of fictions on radio stations is to entice listeners to purchase the book being read.

The preceding are some of the reasons an objective might be designed to achieve organisation's goal. However, there are consequences for non-achievement of set objectives.

Consequences of not setting achievable PR objective

In relation to the SMART Model we discussed earlier, you remember, a PR practitioner must ensure that he sets a specific and realistic objective that is attainable within the available human, material and financial resources. Did you ask why? It is because, if the PR campaign objective is not specific and unrealistic, it will be impossible to achieve at the end of the PR campaign. The ultimate consequences will be as Salu (1994:39) observes: "... non-achievement of objectives brings failure, loss, and perhaps the end of the organisation, if it is a company whose financial base collapses as a result of a failure to achieve objectives".

Summary

In this lecture, we have discussed the concept of objective, what it is and why it is must be set at the before a Public Relations (PR) campaign is embarked upon. We emphasised that a PR objective must conform to the SMART Model, by being Specific, Measurable, Attainable, Realistic and Timely (SMART). We gave an example of how a broad PR campaign objective can be set in specific smaller objectives to achieve an organisational goal. We concluded the lecture by indicating the consequences of not setting achievable Public Relations campaign objective.

Post-Test

1. Explain the three basic dimensions of Public Relations objectives.
2. What are the criteria of the SMART Model in relation to PR campaign objective?
3. What are the consequences of setting a PR objective that is not achievable?

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LECTURE THREE

Corporate Communications

Corporate Communications Process: One

Introduction

In this lecture, the first of two parts, we shall discuss corporate communications, corporate public relations process and the basic steps in designing a company's communication policy. We will also discuss how and why corporate communications strategy is designed. It promises to be brief but interesting.

Objectives

At the end of this lecture, you should be able to:

1. Explain what corporate communications is.

2. Explain the steps in designing an organisation's communication policy.
3. explain how and why a practitioner should design a corporate communications strategy.

Pre-Test

1. What do you understand by the term corporate communications?
2. Discuss the stages involved in corporate communications policy design.
3. How and why should a practitioner design corporate communication strategy.

CONTENT

Corporate Communications

Corporate communications is a Public Relations concept that involves organisational communication activities; it is a tool which management uses to create mutually beneficial relationships with all the groups that are critical to the success of an organisation. It involves strategic management and relationship building which are required to enable an organisation to achieve both its short and long term objectives. Organisations use corporate communication to address issues relating to employee relations, customer relations, consumer relations, shareholder relations, community relations and crisis management among other things.

Corporate Public Relations Process

It is the responsibility of the Public Relations practitioner to articulate issues relating to corporate communications. He does this by harnessing management decisions to which departmental heads have contributed and mould them into an organisation's policy. This implies that an organisation's public relations process cannot start without mutual consideration by senior management of the

communications strategy. Thus, for example, if a company has decided to position itself as an education friendly, it adopts that stance as a corporate objective. At that point, it becomes the practitioner's responsibility to act on.

Stages in Corporate Public Relations Process

There are four basic steps that an organisation must take to enable it to design a workable corporate communication policy; these are:

Organisation's current location or status

Corporate Communications strategy design

Implementation of Corporate public relations programme

Monitoring, evaluating and reviewing if corporate communication policy

Let's look at each of these steps one after the other. I hope you are not tired; Okay, that's fine. Let's move on. A typical organisation's public relations process starts with an introspection of management about its current status or position within the industry it belongs. Next, the public relations practitioner, having collated all ideas generated by departmental heads will then design the corporate communication strategy and present same for management approval. Thereafter, the public relations practitioner goes ahead to implement the corporate public relations programmes.

The last step involves the Public Relations Unit monitoring each stage of the programme implementation, evaluate it for communication policy review. After the organisation might have scanned both its internal and external environments to ascertain its current position, the next stage is for it to embark on a corporate communication strategy design; without this there will be nothing for it to either implement or monitor for review. That leads us to the discussion of the next point.

Corporate Communications Strategy Design

As we indicated in the preceding paragraph, and for emphasis, it is obligatory for the organisation to do a proper environmental scanning in form of organisational self-analysis, look at itself in a clean mirror to be sure of its prevailing position. I am sure that point is now clear to you; good.

Then, it is time for the communications strategy design which requires the drafting of necessary changes which management would need to approve for efficient corporate communications.. Did you say what does that mean? Okay, it is the formulation of communication policy or plan about how an organisation will, from time to time, communicate its messages to both its internal and external publics. You get it now; good. Thank you.

Besides, the in-house PR practitioner is also obliged to draft, for management approval, codes of conduct to which employees must adhere , to enable the organisation achieve its corporate goals. An internal code of conduct is required, among other reasons:

1. To earn increased public confidence for an organisation's business activities
2. To ensure that organisational personnel consistently meet legal and ethical corporate objectives.
3. To enable an organisation to respond with confidence , citing its own code of conduct, in times of trouble which might be caused by inadvertent or unforeseen circumstances.

I hope you enjoyed this brief lecture and have gained something from it.

Summary

In this lecture, we have discussed corporate communications, corporate public relations process and the basic steps in designing an organisation's communication policy. We also emphasised that an environmental scanning is indispensable to a properly articulated corporate communications strategy design. We closed the lecture by mentioning the importance of an internal code of conduct for corporate employees.

Post-Test

1. What does the term corporate communications mean?
2. What are the steps involved in corporate communications policy design?
3. How and why should a practitioner design corporate communication strategy**?**

4. What is the importance of employees codes of conduct to an organisation?

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LECTURE FOUR

Corporate Communications

Corporate Communications Process: Two

Introduction

In this second and final part of the lectures on Corporate Communications, we shall discuss the components of corporate public relations planning. Consequently, we shall discuss corporate image, corporate identity, corporate advertising, shareholder or investor relations, employee communication, community relations. We shall also discuss the elements of corporate communications planning and tools of corporate communications.

Corporate Public Relations Programme Planning

The principles that guide public relations programme planning will be dictated by the goals and objectives of an organisation, in relation to its communication plan as designed by the practitioner and approved by management. Nonetheless, among the issues that must be considered are corporate image, corporate identity, corporate advertising, shareholder or investor relations, employee communication, community relations.

Corporate Image

Corporate image is the overall perception, the mental picture that the publics, internal and external, have about an organisation. It is not possible to fake an image because as a Chinese proverb says, “you cannot carve a rotten wood” (Llyod:1980) For instance, if an organisation gives annual performance awards to its employees and dealers or distributors, it will be recognised for that and thus earn a positive image in that directions. That implies that the company appreciates the company is communicating a sense of appreciation to its publics for their contribution to its progress.

However, if a company is known to have a high employee turnover, where staff tender their resignations now and then, it will earn a negative corporate image for itself. Likewise, if a boy always comes late to school, both his teachers and classmates will see him as a late comer, consequently he confers on himself the image of a late comer. I am sure you now have a clear understanding of what corporate image is; good. That is how corporate image help build corporate identity.

Corporate Identity

Corporate Identity derives from the image of an organisation; it is a product of how a company is perceived through presentation of everything that can be seen, touched, and heard about it. According to Karadeniz (2009):

Corporate identity is a firm's visual and physical representation through objects such as special vehicles, air vehicles, emblem, logo, typography, colour selection, uniforms, announcement board, exhibitions, flags, cuff links and cutlery. Addition to this, corporate identity includes corporate design, corporate communication, corporate behaviour and corporate philosophy. As the identity of a person is the most important thing that differentiates him from other people; likewise, identities of firms also differentiate them from others.

This implies that, an organisation must ensure from inception, that everything through which its publics can identify it will bring positive memories and thus mutually beneficial. In other words, a corporate identity must not be confusing; and anywhere objects about a particular organisation are seen, there must be uniformity in appearance, colour and quality to form a unique image for the organisation.

Corporate Advertising

Corporate Advertising is otherwise known as prestige or institutional advertising. It usually contains factual information about a company's products or services. Its objective is to tell the story of an organisation in order to establish its reputation and consequently carve a remarkable image for it. An organisation can consistently take a column in a newspaper and use it as a house magazine addressed to its general publics.

Shareholder/Investor Relations

Shareholder or investor relations is an essentials aspect of corporate public relations because without the investors' capital it might be difficult, if not impossible, for an organisation to take off and even run effectively. As Biddlescombe (1970) says, it can be tremendously effective when, handed properly, result in a favourable letter in the press, or in loyalty in time of unforeseen corporate problems. This calls for constant communication with

shareholders to enable them to know how their money is doing in the industry. Hence, organisations may embark on financial advertising. Besides, they use Annual General Meeting platform to communicate, with investors, corporate problems, achievements and future plans. Indeed, it is through corporate communications that existing shareholders are kept adequately informed and happy about their investments and potential investors wooed.

Employee Relations and corporate communications

The basic ingredient of good employee relations requires that an organisation gives its staff a sense of belong; employee must constantly be put in confidence about the progress, problems and aspirations. Besides, employees should be properly educated to understand that they are stakeholders who must strive to work for the achievement of corporate objectives. Employee corporate communications are therefore made possible through a combination of media. These include circulars, newsletters, house magazine, induction training, staff seminars/workshop, and suggestion boxes. Others are documentary films, lectures and annual financial reports.

Community Relations

Community Relations, as an essential aspect of corporate public relations, is hinged on the philosophy of corporate social responsibility (CSR). This makes it obligatory for public relations practitioners to constantly strive to make their organisations a positive reference point of national pride. It requires that an organisation must be sensitive to the yearnings of their host communities, and those from whom the workforce is sourced, in a way that they in turn will always be eager to respond to it favourably. Communications with an organisation's host community can be through town hall meetings, provision of community viewing centres where the organisation can show documentaries of its contributions to community development projects.

Elements of Corporate Communication Planning

Before we discuss the factors that must be taken into consideration in corporate communications planning, let us address some questions:

why must an organisation communicate?

There are three basic reasons for an organisation to communicate. They are as follows:

1. To let the publics know about its existence and its prevailing position.
2. To establish rapport with the publics through a common frame of reference about an organisation's corporate image.
3. To avert apathy and hostility towards the company through public relations transfer process. Did you say what public relations transfer process is? Okay. It is a process by which "... practitioners ... use public relations tools to achieve sympathy where there is hostility, acceptance where there is prejudice, develop interest where there is apathy and communicate to achieve knowledge where there is ignorance" (Ajala:2001:23). For emphasis, this requires that the practitioner should constantly keep his organisation's publics abreast of latest corporate developments. I am sure you can explain to someone else what the PR transfer process is. Good.

who receives what an organisation communicate?

1. The organisation's target publics. However, the practitioner should ensure flexibility in the content of the messages he develops for different target groups. Such messages should also be prioritised to match target public status. When side-lined publics show increased visibility, the practitioner should increase the tempo of corporate communication. Did you ask what side-lined publics are? Okay; they are those groups of audience that the organisation gave little attention hitherto.

what must an organisation communicate?

1. Information about the products and services, their quality to indicate value for money.
2. Information that reflects its sense of corporate social responsibility (CSR) as demonstrated through its contributions to national development, especially through its host communities.

how should an organisation communicate?

1. Through a medium or a combination of mediums.
2. Through effective mix of appropriate media that will ensure maximum exposure, reception, attention and desired audience action.

how much, that is what volume of information should an organisation communicate?

1. This will be dictated by an organisation's size, its branches, and outlets which in turn will dictate budget allocation for PR programmes.

2. On the other hand, the volume will depend how much is available for PR programmes.

when should an organisation communicate?

1. At all seasons as long as the organisation exists, or wants to continue to exist. This is because, in a competitive world, an organisation is obliged to continually register its presence in the minds of its publics through sustained efforts and at regular intervals to keep stakeholders abreast of corporate developments.

2. At strategic moments, that is at appropriate times for ultimate impact. For example, when a product or service is to be relaunched; or when an organisation has just emerged from a crisis successfully, it must reassure its publics about its preparedness to make amends where necessary and offer product or service that will give customers value for their money.

Are you tired of reading? Ok, you can leave the material for a while and take a break. Yes. You can go out there and take some fresh air and reflect on what you have read so far.

Finally, I think it is appropriate to mention some tools that are indispensable to corporate communications. These include news release, event sponsorship, news conference, house journal or magazine, exhibition, advertisement, visits to media houses, feature articles, and letters-to-the-editor.

In this era of social media, an organisation can make itself visible through intranet and internet web presence to connect with their customers for improved corporate services and for cost savings to promote its products or services. These social media include: "Blogs (e.g., WordPress), Social Networks (e.g., Facebook), Microblogs (e.g., Twitter), Twitter Town Hall Chats: Best Practices for Federal and non-government agencies, ... Wikis (e.g., Wikipedia), Video, Podcasts, Discussion Forums ...". www.howto.gov/social-media/social/media-types (Accessed March 31, 2014).

I am sure you have gained some knowledge from this lectures on corporate communications. We thank you for nodding yes.

Summary

In this final part of the lectures on Corporate Communications, we discussed the components of corporate public relations planning. Among the items we discussed

are: corporate image, corporate identity, corporate advertising, shareholder or investor relations, employee communication, and community relations. We also discussed the elements of corporate communications planning and enumerated the tools which public relations practitioners have successfully used for efficient corporate communications over the years.

Post-Test

1. Identify and discuss the elements of corporate communication.
2. Identify and discuss the tools that are indispensable to effective corporate communication.
3. There is no need for designing any corporate communications policy design. Do you agree? Defend your answer.
4. What are the steps involved in corporate communications policy design.

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LECTURE FIVE

Public Affairs and Lobbying: One

Public Affairs

Introduction

In this lecture, we shall discuss Public Affairs and in doing so, we will discuss what it is, its forms or types and its objectives . Thereafter we will discuss the job areas involved in public affairs and those for whom practitioners work.

Objectives

At the end of this lecture, you should be able to:

1. Explain what Public Affairs is.
2. Discuss the objectives of Public affairs.
3. Explain the job areas involved in Public Affairs

Pre-Test

1. Discuss three of the objectives of Public Affairs.
2. For whom do Public Affairs Officers work?
3. List five job areas involved in Public Affairs.

CONTENT

Public Affairs as a term refers to relationship with corporate stakeholders. It is a speciality area in Public Relations practice specifically involved in community relations and government affairs. In corporate business organisations, public affairs deals with corporate citizenship and its activities include, among other things, soliciting donations for charitable organisations, monitoring socio-political and environmental issues and lobbying for the passage of legislations that might probably promote business interests in industries.

.Aspects of Public Affairs

The job areas in which practitioners are involved depend on individual interest or where employers need them. In some settings, a practitioner will have to combine different aspects such as government relations, media communications, issue management, corporate social responsibility (CSR), information dissemination and strategic communications counselling. Practitioners aim to influence public policy, build and maintain a strong reputation and find common ground with stakeholders.

Besides, in some employment settings either in government or private organisiations, there are some aspects of public affairs and policy work that may involve working in public relations, press and media relations and crisis management communications.

Public Affairs in Private Organisation

In private corporate and non-profit organisations the term Public Affairs is used to refer to their relationship with all tiers of government and their branches. The activities for which private corporate organisations use the concept of public affairs are in relation to legislative and regulatory issues, and it is usually for lobbying purposes.

As corporate citizens, private organisations engage in public affairs activities because they are convinced that corporate organisations can only survive and prosper in any society if they are sensitive to socio-political and economic activities in their immediate environments, especially their host communities. Public Affairs Officers serve as a bridge between their organisation and their various publics. Thus, on behalf of their employers, they serve as spokespersons, attend council or board meetings, provide information to government advisory councils, and join local clubs located in their host communities. They also arrange for sponsorship of festivals and other community special events, and screens application for donations towards community projects as well as invitations to public appearance. I have no doubt that you now have a good understanding of what public affairs entails.

Public Affairs Departments in private corporate organisations are involved in four main activities; these include community relations, government relations which involve grassroots lobbying and corporate contributions in terms of philanthropic activities such as donation of funds, bank rolling costs of or outright engaging in development project for their communities, as well as media relations. We shall deal fully with lobbying fairly well in the next lecture. Now, let us look at the reason for government use of public affairs.

Public Affairs Objectives in Government

Indeed, for government, the term public affairs is used in reference to public relations activities that foster the dissemination of information that will consistently keep citizens informed about programmes of government and their parastatals. Thus, the Public Affairs practitioner in charge of government relations is obliged to keep abreast of the objectives of government information efforts. These are set out as follows:

1. To inform the public about the public's business by communication the work of government agencies.
2. To improve the effectiveness of government agency operations through appropriate public information methods. The implication of this objective is that when government programmes are clearly explained to the citizens, they will understand them and thus be in better position to take the required action to enable them to benefit from them.
3. To provide appropriate feedback to government leaders to the extent that policies and programmes can be modified, expanded or stopped outright if necessary.
4. To advise top government personnel on how best to communicate their decisions or programmes to the citizens.
5. To serve as an ombudsman, by attending satisfactorily to the problems of rate or tax payers.
6. To educate government bureaucrats and political appointees (such as Ministers, Commissioners, Special Advisers,) about the importance of the mass media and how to handle media practitioners in their encounters with them.

. Let's now end this lecture by quickly going through some of the ethical obligations, especially for corporate private entities. Or, are you tired? Well, let's do it together, we are

just trying to give you value for your investment, in both time and money, on this course in particular and the DLC programme in general. Let's do it together for mutual interest.

Ethical obligations for Corporate Public Affairs Practitioners

The ethical creed which guides the practice of emanates from that of the Public Affairs Council of the United States of America based in Washington, D.C. which operates on the under listed two objectives:

1. to maintain professional relationships anchored on the principle of honesty, and reliable information dissemination, and
2. to protect the integrity of public policy process and the political system.

With that we have come to end of this lecture on Public Affairs. I thank you for your patience.

Summary

We have discussed, in this lecture, Public Affairs and in doing so, we explained what it is, its forms or types and its objectives. Thereafter we will discuss the job areas involved in public affairs and those for whom practitioners work. Besides, we touched how government uses Public Affairs as a tool of Public Relations and ended the lecture with a mention of the ethical obligations that guide the practice of Public Affairs**.**

Post-Test

1. What is your under understanding of term Public Affairs.
2. Identify some of the job areas in Public Affairs
3. What are the ethical obligations which Public Affairs practitioners must by abide by in the practice of their profession?
4. Discuss four of the Public Affairs objectives in government.

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LECTURE SIX

Public Affairs and Lobbying: Two

Lobbying

Introduction

In this lecture, we shall discuss lobbying in all its ramifications, and then present a Case Study as designed, implemented and enunciated by a seasoned public relations practitioner in Nigeria**.**

Objectives

At the end of this lecture, you should be able:

1. To explain what lobbyists do?
2. To explain how lobbying is part of public relations functions.
3. To design and implement a public affairs campaign that results in lobbying.
4. To state, at least, some of the objectives of lobbying

Pre-Test

Lobbyists perform public affairs function for both government and non-government establishments. Yes or No?

1. Lobbyists ----- their goals by working with legislators and government ------ agencies.
2. Lobbyists must provide --- accurate ----- to the right --- to achieve their goals.
3. Proactive and skilful lobbyists are conscious that --- timely provision of the right --- is key influencing legislation.

CONTENT

Lobbying is an important tool of information promotion in every open society where people live by the information they generate for social, economic and especially for political purposes. Indeed, lobbying is a public relations function that is usually carried out by public affairs officers who, by implication, are part of public relations professionals. Public relations experts corroborate this in their assertions.

First, Newsom, Turk and Kruckeberg (2010), say some people are against considering lobbying a part of public relations, but it is. They assert that lobbying is a function performed by public affairs officers. Second, Abodunrin (2008) says lobbying is an act that involves keeping up a constant contact on key people ... to influence them to favour a particular ... cause for mutual interest. Third, Sharma (2004), says every province (corporate organisation) has public relations practitioner who specialises in representing his clients for lobbying purposes. Fourth, Adamolekun & Ekundayo (2002) say that the ultimate aim of lobbying is to influence action through persuasive communication, and that it is similar to the personal contact means of information dissemination. Besides, Biddlescombe (1970) had described lobbying as a vital channel of communication.

One thing that is common to the positions of the preceding experts, in my view, is that one can safely infer that a lobbyist is a bridge or linkman between an organisation, or an industry for the purpose of making available, information, to critical public in the interest of his client and the larger society. I think you can connect how the preceding statements relate to public relations. Indeed, the contents of those statements corroborate the three functions which experts ascribe to public relations. One, it serves to control publics of an organisation by directing what people think or do to satisfy organisation's needs or desires. Two, it serves to respond to organisation's publics, by showing sensitivity to societal developments, problems or the things which others initiate. I hope you are getting the points. That's good. Now, let's quickly look at the objectives of lobbying as government relations speciality in public relations practice.

Objectives of Lobbying as a Public Relations tool.

As Public relations professional in charge of government relations, lobbyists pursue five distinct objectives to help them effectively relate with their

contacts to achieve beneficial legislation for the organisations they represent. The objectives as follows:

1. To improve communications with government personnel and agencies
2. To monitor legislators and regulatory agencies in areas affecting constituent operations
3. To encourage constituent participation at all levels of government
4. To influence legislation affecting the economy of the constituent's area, as well as its operations
5. To advance awareness and understanding among lawmakers of the activities and operations of constituent organisations, (Seitel, 2011: 288-289).

For emphasis, Adamolekun & Ekundayo (2002:35) simply sums up the aim of lobbying as: " ... placing all relevant facts about a problem or request in the hands of those in position of influence", with the aim of influencing action through subtle persuasion, ... " through presentation of well researched papers, leaflets, memoranda, pamphlets, visual aids and oral presentation".

Duties of Lobbyists

Seitel (2011:289-90) enumerate six duties of lobbyists, after corroborating that a lobbyist's job is to inform and persuade, as follows:

1. **Fact-finding :** This involves obtaining facts, statistics, economic data, opinions and decisions about government at all levels through legitimate means.
2. **Interpretation of government actions:** This involves interpreting, for management , the significance of government events and the potential consequences of impending legislation. Besides, lobbyists

predict what to expect in term of legislation and suggest what action to take in dealing with the expected outcome of such impending legislation.

3. **Interpretation of corporate organisation's actions**: Lobbyists maintain consistent daily contact with legislators and their personal assistants to present the feelings of their clients , about specific legislation. This duty thus makes it obligatory for lobbyists to be adequately knowledgeable in their clients' business and attitude toward actions of government.

4. **Advocacy of a position**: Because very few legislators have the time to read all legislations they must vote on, they rely on lobbyists to provide them with adequate and timely information on how a proposed legislation may positively or negatively affect their clients. This is to enable lobbyists to get a fair hearing, for their clients, on issues critical to the clients' businesses.

5. **Publicity Springboard:** An avalanche of news is daily generated from wherever the seat of government headquarters is located because it is the base of press corps comprising both print and electronic media representatives. The mix of these media representatives makes it an ideal springboard for launching and re-launching corporate organisational publicity. Imagine the number of journalists in Abuja, the political capital of Nigeria and Lagos the economic nerve centre of Nigeria and those in the state capitals in Nigeria vis-à-vis the publicity they generate for government and companies daily.

6. **Support of company sales:** A nation's largest patronage for business organisations' products and services comes from all tiers of government. Consequently, lobbyists who are friendly with government personnel often serve as invaluable links for leads to organisations' businesses.

(Adapted from Seitel, 2011).

The Lobbying Process

Abodunrin (2008: 14-16) articulates five stages of lobbying process as herein listed.

1. **Identifying key elements:** This requires that the lobbyists must first scan the environment for those who are critical to either executive or legislative decision that might positively or negatively affect their clients. This will enable lobbyists to know how, where and what to start with as well as equip them, among other things, with the knowledge of the key people's bio-data, their likes and dislikes, value preferences habits, associates, beliefs and opinions on topical national and local issues.

2. **Articulation of information materials:** This involves the intelligence gathering aspect of lobbying in terms of in-depth materials that are factual, current, reliable, thorough and convincing. Indeed, to be useful, such materials must be properly articulated in simple, clear language for easy understanding.

3. **Ensuring the quality of the elements of lobbying:**

   The quality of the material gathered should not only be good, it must also be reliable, to pave the way for right, timely and result-oriented pressure. This, in turn, calls for good intelligence start-off in term of information gathering and articulation.

4. **Communication:** Communication, as the life-blood of transaction in the society, is the stage of formal interaction with key people in government: executive or legislature. Because it is basic to successful lobbying, the communication style must be concise, with denotative diction persuasive enough and delivered to arrest the attention of the contact persons and stir them to the lobbyists' desired action. The lobbyist should avoid boredom usually borne of long-winding and inept presentations.

5. **Pressure:** Pressure, as the fifth element, requires that the lobbyist must maintain persistent contact with the key people to win the case in contention. However, the lobbyist must give room for little changes as situation might demand without compromising his determination to achieve success for his client.

The lobbying process and its evaluation

The lobbyist, as a professional**,** must **:**

(1) pause and meditate

about the issue and his procedure, the timetable for action, friends and enemies as well as key contacts whose positions and opinions are crucial to the success of his efforts.

(2) agree his strategy

after receiving relevant facts; after sensible feeling of the pulse of relevant publics as basis for concession and after accepting the inevitable differences in the spirit of give and take.

(3) apply pressure through

the system, the media, the grassroots, his allies and relevant international bodies and NGOs and opinion leaders among others.

The lobbying dispositions

The professional lobbyist, in his disposition**, must**

1. be flexible in considering plausible offers.
2. seize the prevailing opportunities, through current issues, moods and national and international political dispositions.
3. obey all relevant laws by making all statutory disclosures, registrations, and inducements, where statutorily allowed.
4. show gratitude, though official commendations in letters or through visits.

Adapted with the author's permission from Abodunrin (2008)

Summary

In this lecture, we have discussed lobbying in all its ramifications, thus we looked at the objectives of lobbying, the lobbying process, and the duties of a lobbyist. We closed the lecture with the characteristics of a lobbyist..

Post-Test

1. What are the objectives of lobbying?
2. Lobbying has no process. Do you agree? Defend your position..
3. Discuss the duties of a professional lobbyist.
4. What characteristics (dispositions) should a lobbyist exhibit?

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LECTURE SEVEN

CASE STUDY ON LOBBYING

In this lecture, we shall present a case study on how a seasoned PR practitioner skilfully planned and successfully implemented a lobbying project for his employers.

Objectives

At the end of this lecture, you should be able to:

1. Explain the method involved in designing a lobby programme.
2. Discuss the steps to be taken in achieving a successful lobbying.
3. Explain the format for lobbying activities
4. Discuss how to manage the media for effective lobbying.
5. Explain the concept of confidence building as a tool of lobbying.

Pre-Test

1. What are the activities involved in managing the media to achieve effective lobbying.
2. What is confidence building in lobbying?
3. Discuss the importance of contact relations to lobbying.

4. Identify five contacts and their avenues of relationship for lobbying purposes

CONTENT

The practice of lobbying

There are two perspectives to the practice of lobbying: The first is political lobby as an entity which involves all tiers of government, while the second, commercial lobby, comprises interest groups such as non-governmental corporate organisations, the media, religious or professional groups, gender activists, welfare promoters for weight control, body fitness and environmental sanitation, among others. Commercial lobby form precludes direct and interpersonal contact opportunities which political lobbyists enjoy.

As Abodunrin (2008) asserts interest groups have to be reached through the medium or a combination of media relative and peculiar to them. The collective objective of interest groups, he explains, is to prevent societal problems which might arise from the use certain products and the enjoyment of certain services. He further observes that the activities of these interest groups must be checked to avert the threatening of the survival corporate organisations whose business is the provision of such products and services.

Consequently, there is the need for a corporate curtailment programme in commercial lobby to prevent unfavourable operational environments which can forestall the attainment of organisational success in relation to its products and services. Thus in a paper entitled: Anti-Alcohol Containment Programme , the author sets out the identity of all groups involved in the campaign against alcohol and the strategy he recommended for lobby , to his employer, the management of Guinness Nig. Plc.

As the author explains, the company is not confrontational in directly discussing the issue because the lobby method is to intensify corporate responsibility targeted at each interest group. He used subtle persuasion to education its publics through the placement of corporate advertisements which highlighted the moral side of his employer – Guinness Nig. Plc. Besides, the author suggested interpersonal contacts in the areas where they were feasible.

We present below, with the author's magnanimous permission, excerpts from various sections of the paper. Readers are hereby encouraged to consult the author's book: "Public

Relations: Connectivity Initiatives and Relationship Management", for fuller insight into practical lobbying.

THE EXCERPT

The author discussed the nature of Anti-alcohol lobby in relation to the role of the media anti-alcohol campaign and emphasised how the media houses based in the northern part of Nigeria have championed the anti-alcohol campaign by, for example, refusing beer adverts long before it became an official government policy.

Thus, the exhibition, sale or drinking of alcohol was prohibited at the Kaduna International Trade Fair. Besides, he discussed the following:

1. Alcohol Accident Campaign
2. Government Anti-Alcohol Campaign
3. Attitude of Nigerian Women
4. Religious Anti-Alcohol Campaign
5. Medical Anti-Alcohol Campaign
6. Weight-Watchers Anti-Alcohol Campaign
7. Sports Anti-Alcohol Campaign

The author then designed a subtle action-plan to counter the preceding anti-alcohol lobby activities of identified interest groups and individuals with a programme of activities to run on quarterly basis.

The under-listed show some examples of the activities for

(a) the northern part of Nigeria where the lobby was very strident;

Activity	Period

Opening of Guinness Bridge in Yankari Game Reserve	First Quarter
Documentary on Guinness Farms to be shot and shown in major northern towns, Abuja inclusive	Second Quarter
Documentary on Guinness Eye Centre, Kaduna, And opening of Guinness Bridge , Yankari on TV in major northern towns including Abuja	Third Quarter
Sponsorship of Polo in Kaduna	Fourth Quarter

There were quarterly visits to opinion leaders, the media and relevant government institutions. Besides, there were monthly placements of corporate advertisement in northern based newspapers, hammering constantly on the company's good corporate citizenship profile and contributions to the economy of the nation.

(b) Other interest groups

Activity	**Period**
Sponsorship of selected events in which they were involved to break barriers	Routine
Invitation to corporate events to also break barriers and establish	Routine
Commissioned write-ups in selected newspapers, and on radio and TV, also on the company and	

its contributions to society Quarterly

There were monthly placements of advertisements in selected national newspapers to reach these interest groups and give them information on the company profile as a good corporate citizen and its contributions to the national economy.

One crucial aspect in the business of lobby involves what the author styled 'Managing The Media' and this requires the following activities:

1. Regular visits to media houses through the states of the Federation
2. Regular contacts with key editors and reporters
3. Donations of products to key media contacts, and
4. Sponsorship of selected media events.

   It also requires what the author calls 'Confidence Building' which involves encouraging selected reporters to in favour of the company**.**

Contact Relations

For effective lobby, relationship management with contacts is very critical because they provide the initial leverage and direction to reach target lobby personalities and institutions. The contacts must first be identified with the objectives of creating rapport between them and the organisations for a positive operational environment; and to have them on ground to help when the need arises.

Source: Abodunrin, T. (2008). Public Relations: Connectivity Initiatives and Relationship Management. Ibadan: Sosefik Nigeria Ltd.

LECTURE EIGHT

Planned Special Event Management

Introduction

Towards the end of Lecture 13 of the course material for CLA 211, we discussed and gave examples of special events and itemised what practitioners must do for staging a successful event for their organisations. Nonetheless, this lecture updates the one under reference (in CLA 211) by discussing the realities of special event planning in relation to the obvious and efficient steps that a practitioner can take. It also points up the consequences that can arise from taking things for granted by not getting them done the way they should. Thus, we shall discuss event management with specific reference to its types, objectives, PR strategy and action plan, budgeting and evaluation.

Objectives

At the end of this lecture, you should be able :

1. Enumerate the types of corporate special events
2. Explain what is common to corporate special event.
3. Discuss the reasons organisations stage special events.

Pre-Test

1. Three types of corporate special events are: -------. --------- and ---------.

2. Mention one thing that is common to all planned corporate special event.

3. Why do corporate organisations stage special events?

CONTENT

Special events are otherwise called pseudo-events deliberately staged to showcase an organisation, its products, services or its achievements. Indeed, it is public activity with specific scheduled time, location or venue and duration.

Event Types

There are many event types through which a corporate organisation can be made visible to its publics and thereby register its presence within the industry to which it belongs. These range from company foundation laying ceremony to sword turning ceremony to which the public in general and especially journalists are invited so that they can give them mention in their mediums. Other types include exhibitions, conferences, workshops or seminars; concerts, festivals and conventions which often take place at permanent venues such as arenas, convention grounds, stadiums, fairgrounds. Other event types include those that are of less frequent public events such as parades, displays, bicycle races, sporting games, marathon races, seasonal festivals and corporate milestone celebrations at temporary venues such as parks, streets and other open spaces with limited roadway and parking capacity which may not have a defined spectator capacity.

Can you give an example of an annual event that is staged by a public or private radio station in the city or state where you live? Thank you. An annual marathon race is organised in Ibadan by the Splash F.M. Radio; the Broadcasting Corporation of Oyo State (BCOS) also organises an annual Raffle Draw, while the Ibadan National Station , Federal Radio Corporation of Nigeria (FRCN), hosts three annual events: the Father Christmas, the Ramadan Lecture and the day of the African Child in June.

Event Objectives

The type of an event will dictate the objectives, the exact thing the organisation expects to have achieved at the end of the event. Succinctly put, the objectives of one event, for an instance a conference, workshop or seminar are not the same with those of trade fair or foundation laying ceremony among others as we shall demonstrate later in this lecture**.**

Public Relations (PR) Strategy and Plan of Action

As is to be expected, going by what obtains under even objectives, the PR strategy and plan of action will vary from event to event although there might be some overlapping in some areas. This shall also be demonstrated later in this lecture.

Budgeting

The event type and other related elements that constitute the checklist such as the activities it will feature, and the human and other resources that it will require, among other things, are determinants of the budget of typical event**.**

Evaluation

Evaluation involves the monitoring of each stage of the event, from the beginning to the end, to ascertain the extent to which the objectives set have been achieved.

Let's now look at two of the examples of events as detailed by a seasoned practitioner. Abodunrin (1998) gave insights into, among other events, how a Foundation Laying or Opening Ceremony of a Corporate Headquarters, and a Trade Fair could be efficiently planned to achieve success. Let's see them one after the other by taking excerpts, in paraphrase form, from the preceding events. You are hereby encouraged to check full details of these and other events in his work: Public Relations: The Prime Practice Agenda. Now to the excerpts:

Foundation Laying/Opening Ceremony...

Objectives

The objective of the above subject may be any or all of the under listed; i.e. to

1. make obvious, corporate commitment to social responsibility.
2. take credit for a successful social communal programme.
3. make known the good management standards of the company ..., and
4. ... draw attention to the organisation for image mileage.

Publics

The publics for either of these ceremonies will comprise:

1. Shareholders
2. Employees (existing and potential)
3. Government and its agencies
4. International agencies **... .**

Public Relations Strategy and Action Plan

- Sponsored programmes
- Documentaries
- Advertisements
- Supplement or spotlight
- Media releases, feature articles, brochure
- Media facility tour for opinion leaders
- Action for implementing the publicity mix.

Checklist for the Public Relations Manager

The checklist for a successful management of either Foundation Laying or Opening Ceremony spans more than a – z items. Consequently, you are encouraged to check the book earlier referred to under the introduction to the preceding subject for fuller details. Meanwhile, the following are some of the checklist: .

a. Guest of honour
b. Guest list
c. Invitation cards
d. Speeches (as well as goodwill messages)
e. Podium (decorated with the company's corporate logo)
f. Master of ceremony

g. Hosts/Hostesses (Ushers)

h. Public Address System (PAS)

i. Music

j. Tape, plaque, scissors

k. Security

l. Visitors' book

m. Gift/souvenir items for guest of honour and others

n. Chairs, tables and canopies (where event holds outdoor)

o. Banners

p. Decoration of venue

q. Press kit

For emphasis, you are advised to check and read the book referred to in the preceding paragraph for fuller details.

Budgeting and Evaluation

The items under strategy and the checklist will help you arrive at an adequate budget for the event, while evaluation of performance will definitely point up the levels of success achieved in relation to the objectives of the event.

I hope you have gained something in the preceding discussion. Okay, good. Now let us look at the elements you must consider in staging a successful conference, workshop, or seminar.

The second excerpt from Abodunrin (1998) earlier referred to is as follows.

Conferences, Workshops and Seminars

Objectives

The objectives

Conferences, Workshops and Seminars are held to:

1. Update participants' knowledge.
2. Involve participants in the administration or execution of specific policies or programmes.
3. Afford participants the opportunity to air their views, exchange ideas and thus contribute to policy development. ... .

Publics

The Publics comprise both the external and internal organisations and individuals to whom the policies, programmes and issues to be discussed at the conference, workshop or seminar are relevant. These include planning officers, research and development personnel, and programme implementing officers.

Public Relations (PR) Strategy and Action Plan

PR strategy and action plan involves a proper articulation of checklist after deciding the methods providing adequate publicity through a well thought out media mix: media release, media conference, feature articles, corporate advertising in the print media, and paid announcements on broadcast media, among others. The most critical aspect of the PR strategy is that the practitioner is obliged to arrange a befitting opening ceremony for the conference. The Action Plan demands that the practitioner must perform the publicity mix chosen.

The Checklist

The following items must feature on the checklist:

a. Agenda and topics for discussion

b. Speakers (including Lead Speaker and Guest Speakers where applicable)

c. Conference folders and badges

d. Programme

e. Accommodation for delegates and speakers

f. Reception formalities

g. A stand by shuttle

Opening Ceremonies. Welcome cocktail or dinner

h. Banner

i. Security

j. Photography (visual and video)

k. Hosts and hostesses

l. Public address system

m. Conference Secretariat and equipment

n. Opening ceremony

o. Syndicate sessions

p. Communiqué

q. Post conference auditing or review

r. Drafting of welcome address

s. Arrangement for tea breaks and lunch

t. Medical attention

u. Travel arrangements

The preceding checklists for the different events are not in any rigid order; practitioners are free to bring their creativity to play in drawing checklists for any impending event.

Budget and Evaluation

Checklists are effective aids to budgeting while post-conference auditing takes care of evaluation.

I hope the lecture makes some sense to you. Did you say their common place things? Well, if you have been involved in planning an event and you were suddenly stuck because something that should be done was left undone, you will know that what you have read so far is not a common place as you think.

Now, let us close this lecture by discussing what another expert in event management tags "The Essentials of Event Planning – Easy Steps to Ensure Success ... ."

According to Michelle (2012), the most obvious, among the steps to be taken towards ensuring that an event results in a roaring success, is to hire specialist event planner because he knows the right questions to ask you, as a client, to get a full understanding of your event. Besides, he will use his contacts, vendors and buy necessary services to create exactly the type of gathering you, the client, envisioned to facilitate the success of your event. Michelle asserts that by doing this, the onus of the work is on the specialist planner, who understands this fact. Consequently, he will ensure that every detail is attended to, every crisis either managed or averted, and all the credit for hosting a successful event goes to you, the client.

Michelle argues that you, as the client, may think that it may be costly to hire a professional planner, but that if you consider the man hours you will save researching the different vendors, venues, and the possibilities of unpardonable costly mistakes if you trust the wrong vendors, you may just find that it is in your best financial interest to spend a little extra money up front to hire an event planner. She suggests, however, that in case you are obliged to take responsibility for staging an event, the under listed tips will help you achieve success.

According to her, you should**:**

- Keep an ongoing list. Plan your event by writing down everything you need to do. As you complete those tasks, strike them off the list and add new ones as needed.
- Choose a theme that is appropriate for all guests. It might be difficult for some people to rent or purchase special outfits for theme party, so try and make it something that is accessible and affordable for every guest.
- Send out invitations or call with your invitation well in advance. Life is busy for many people and giving them sufficient notice will enable them to handle any arrangements they need to make, such as travel arrangements, accommodation and even child care.
- Choose a menu that isn't too exotic. Although many people welcome new tastes, it's often more appropriate to offer menu items that all guests are familiar with. Also keep in mind that you should offer at least one vegetarian dish and may think about asking for any special concerns on your invitation's RSVP card.
- Most (important) of all, whether you are planning or ... hiring a planner ... enjoy the event! Often the hosts become so overburdened with party details that they neglect their own enjoyment. Plan the event so you will have free time during it to mingle with your guests.

Michelle emphasises that event staging can be a tedious task, but with proper organisation, the planning can ... guarantee the success of your event.

On that note, we end this lecture on Special event planning. I believe you have gained some knowledge in reading this piece.

Source: Michelle (2012). Essentials of Event Planning – Easy Steps to Ensure Success/Mur... http://murphy assistants.com (accessed 07/07/2014.

Summary

We have discussed, in this lecture, special events, their types, objectives, strategy and action as well as the realities, budgeting and evaluation of special event planning. We also emphasise the consequences that can result when a practitioner

fails to do things the way they should be done. The lecture gave examples of specific events, their objectives, publics, among other things, and presented the checklists of the items that should be taken care of. It suggested the hiring of a specialist event planner as a viable option for a successful hosting of a corporate event. We closed this lecture by pointing up the essential steps that practitioners should take to host a successful event

Post – Test

1. What do organisations gain from staging events?
2. Mention three organisations that you know and the special events they regularly stage annually.
3. Discuss the PR strategy and action plan you will adopt for Foundation Laying Ceremony.
4. Mention the items you will include on the checklist for a conference your organisation proposes to host.

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LECTURE NINE

Public Relations and National Development: One

Introduction

In this lecture, we shall discuss Public Relations (PR) from the perspective of its relevance to national development. In doing this, we shall look at how the agencies of government that serve as organs of Public Relations for the government contribute to national development. We shall also discuss the National Orientation Agency (NOA), its objectives, and its developmental contributions. Besides, we shall discuss how corporate organisations, other than government agencies are involved in public relations for national development. We shall do this by analysing some newspaper contents, justify how the chosen contents contribute to national development, indicate the PR tools used and the target publics of the messages in the news items chosen. The goal of this lecture is to enable you to see how different media of PR are used to disseminate corporate messages for national development. Consequently, the discussion shall be presented in three lectures, with the propositions in this introduction serving as the stem to the follow-up Lectures Ten and Eleven.

Objectives

At the end of this lecture, you should be able to:

1. Explain the concept of Public Relations and national development.

2. Identify government agencies that serve as Public Relations organs for government.
3. Explain some of the objectives of the National Orientation Agency (NOA).
4. How corporate organisations, other than those of government, contribute to national development.
5. Discuss how the gestures of corporate organisations result in public relations for national development.

Pre-Test

1. What is NOA?
2. Mention the agencies of government: federal, state and local, that serve as organs of public relations.
3. Identify five (5) of the objectives of NOA.
4. Discuss five (5) of the functions of NOA.

CONTENT

PUBLIC RELATIONS AND NATIONAL DEVELOPMENT

The concept of Public Relations (PR) and National Development is borne out of the need to underscore the relevance of PR practice to Nigeria as a nation. Thus, all the establishments that serve as organs of Public Relations for the government at federal, state and local government levels engage in public relations for national development.

THE NATIONAL ORIENTATION AGENCY (NOA)

A common understanding of the Nigerian polity is that each successive government comes with her own kind of public enlightenment campaign structure. Like the defunct MAMSER, the National Orientation Agency (NOA) is said to have emanated from the merger of three

organizations with similar founding ideologies. The objectives of NOA as a Public Relations outfit are to:

(a) ensure that government programmes and policies are better understood by the general public through effective enlightenment.
(b) mobilise favourable opinion for such programmes and policies.
(c) encourage informal education through public enlightenment activities and publications.
(d) establish a feedback channel to government on all aspects of Nigerian national life.
(e) Establishing, orientating and indoctrinating Nigerians towards developing socially desirable attitudes, values and culture which project individual's national pride and positive national image for Nigeria.
(f) awaken the consciousness of Nigerians to their civic responsibilities to the promotion of National Unity, citizens' commitment to their human rights to build a free, just and progressive society. These and many more are the foundational objectives of the National Orientation Agency.

Also, NOA was given specific functions in line with her objectives. Thus NOA

(a) enlightens the general public on government policies, programmes and activities.
(b) mobilizes favourable public opinion and support for government policies, programmes and activities.
(c) collects, collates, analyses and provides feedback, from the public to the government on its policies, programmes and activities.
(d) establishes social institutions and framework for deliberate exposure of Nigerians to democratic norms and values for a virile, peaceful, united, progressive and disciplined society.
(e) propagates and promotes the spirit of dignity of labour, honesty, and commitment to qualitative production, promotion and consumption of home-produced commodities and services.

These objectives and functions are well packaged and executed through three programme departments, namely; public enlightenment, orientation and mass mobilization.

DEVELOPMENTAL CONTRIBUTIONS OF NOA

The first that comes to mind when we talk of the developmental contributions of NOA to the nation, is the NOA Brigade. The Brigade is a voluntary scheme under the orientation department. It is saddled with the task of promoting discipline, orderly progress and good social values in the Nigerian youths. This outfit has been facilitating the harnessing of youthful energy, creative skills and talents for national building. Also, NOA in collaboration with many other organizations has been responsible for many massive campaigns in the following areas:

Politics: It undertakes literacy campaigns against electoral frauds, campaigns in support of voters registration exercise, campaigns against electoral violence, corruption and other social vices.

Health: The most popular campaign in this sector is the children immunization programme of the federal government. Through this campaign, a lot of ground breaking results were recorded in the Northern part of the country where apathy against the programme was first recorded due to religious barriers. It also promotes the National Health Insurance Scheme (NHIS) by mobilising people to register so that they can enjoy the services.

Social Sector: The various campaigns against dirt as evident in the sanitation programme promotion of the Nation, Identity Card Scheme, etc are all contributions of NOA, a Public Relations Organ of government towards national development.

Examples of Public Relations and National Development

The under listed excerpts from "The *Sun* Newspaper" are examples of how corporate organizations are involved in public relations for national development

NEWSPAPER: **THE SUN, MONDAY NOVEMBER 27, 2006**

TITLE: **UNION BANK ALLOCATES N5 BILLION TO AGRICULTURE**

CONTENTS: The Union Bank of Nigeria PLC has allocated N5 billion to the Agricultural Sector. The Managing Director, Mr. Barth Ebong, said that the bank allocated the fund to support farmers in the rural areas.

JUSTIFICATION: The national development angles in this story include:

- improving in the agricultural sector.
- enhancing of mechanized farming which would promote large scale farming.
- boosting the quantity and quality of locally produced foods which would lead to reduction in the importation of food.
- increasing in exportation of agricultural produce. This will generate good foreign exchange for the country.
- reducing rural to urban migration, and
- providing employment opportunities for the citizens.

PR Tool Used: Media Chat

Target Publics: Farmers, Ministry of Agriculture, Federal, Local and State Governments, Agricultural Research Institute, Youths, and Entrepreneurs among others.

TITLE: **EJIGBO LOCAL GOVERNMENT AWARDS SCHOLARSHIP TO PUPILS**

CONTENTS: The Chairman of Ejigbo Local Council Development Area, Deacon Ayo Ositelu has announced the award of scholarship to three primary school pupils for their brilliant performances.

JUSTIFICATION: The national development angles in this material include:

- serving as an example for other chairmen to emulate in catering for their communities.
- enhancing of grassroots development, and
- encouraging for students to be alive to their academic activities.

PR Tool Used: News release

Target Publics: Students, youth organizations, politicians, parents, teachers, local government chairmen, principals, and private secondary school proprietors.

TITLE: **L. L. COOL J, AKON, STORM LAGOS FOR STAR MEGA JAM SHOW**

CONTENTS: The Nigerian Brewery Plc, once again is bringing two American hip-hop super stars for the enjoyment of Nigerians. The two American superstars are L. L. Cool J, and Akon. The concert will take place in Lagos, Port Harcourt and Abuja.

JUSTIFICATION: The national development angle(s) in the story include:

- attracting global attention to the presence of the two international hip-top starts.
- boosting the entertainment industry in Nigeria.
- promoting the talents in Nigerian musicians.
- Giving the super stars a warm reception and thus boosting Nigeria's image.

PR Tool Used: Publicity

Target Publics: The youths, students of higher institutions, artistes in the entertainment industry, hotel managements, musicians, fashion designers and hair dressers.

TITLE: **SECURITY SEMINAR PLANNED FOR POLITICIANS**

CONTENTS: A two-day seminar entitled: "Effective Security for Politicians and Political Aspirants".

JUSTIFICATION: The national development angles in this material include:

- discouraging politicians from engaging in assassination, ritual, murders, kidnapping and assault.
- providing politicians the tools to survive the culture of political violence.

- showcasing modern security equipment.
- protection of lives and properties during election.
- giving room for political development.
- giving Nigeria a positive image to the rest of the world.
- showing Nigeria as a security conscious nation.

PR Tool Used: Seminar

Target Publics: Politicians and members of the public.

Summary:

See end of Lecture Eleven - Public Relations for National Development: THREE for Summary, Post-Test and References because the three lectures have a common Introduction, Content and Pre-Test. This is to avoid repeating the same thing at the end of each of the lectures under reference.

LECTURE TEN

Public Relations and National Development: Two

This is a continuation and the last lecture on Public Relations and National Development; consequently, we shall make a cross reference to the preambles for Lecture Nine, namely; the introduction, objectives, Pre-Test and the segments before the examples drawn from the newspapers. Besides, we shall adopt the summary, post-test and references for Lecture Nine for other lectures under the current topic**.**

Let's now look at some newspaper items in relation to their titles, contents, how they qualify as public relations for national development, the publics targeted with the messages and PR tools used in disseminating the messages.

NEWSPAPER: THE SUN TUESDAY, NOVEMBER 28, 2006

TITLE: **MEDICAL EXPERTS ADVOCATE FOR GOOD CLINICAL PRACTICE IN NIGERIA**

CONTENTS: The Association of Good Clinical Practice in Nigeria (AGCPN) in conjunction with the National Agency for Food and Drug Administration and Control (NAFDAC) and supported by Pfizer PLC organized a workshop on "How to Carry out Good Clinical Research.

JUSTIFICATION: The national development angles in this material include:

- sensitizing the health researchers to conduct their research on sound scientific and ethical standard.
- improving in the health sector of this country.
- assisting the government and thus the nation in opening up a new path for Nigerian enterprise and leadership

PR Tool Used: Workshop

Target Publics: Federal, State and Local Governments, Medical Practitioners, in public and private hospitals, Health Workers, Welfare Officers, and Health Research Institutions, among others.

TITLE: **CBN INVESTS N65 BILLION IN AFRICAN FINANCE CORPORATION**

CONTENTS: The Central Bank of Nigeria (CBN), announced that it will invest up to N65 billion in the African Finance Corporation, to boost its establishment.

JUSTIFICATION: The national development angles in this material include:

- promoting of industrialization, trade, housing and microfinance in Nigeria and Africa at large.
- enhancing infrastructural development, energy and extractive industry and the telecommunication sector.
- enhancing the corporation's capacity in offering loans to private investors and other commercial institutions.

PR Tool Used: Media briefing

Target Publics: Banks, Mortgage houses, Entrepreneurs, Corporate Institutes and Telecommunication companies, among others.

TITLE: **HUMAN ERROR FACTOR IN AIR CRASHES**

CONTENTS: In the last three fatal airline accidents, the human elements especially the air crew and bad weather have been blamed. The question on everyone's lips is: "What can be done to stop this carnage"?

JUSTIFICATION: The national development angle(s) in this material include:

- sensitizing the publics about crisis facing the aviation industry.
- educating and proffering solution to one of the factors that contribute to the crises in the industry.
- reducing air crashes.
- arousing safety consciousness culture among the Nigerian citizens

PR Tool Used: Features article

Target Publics: The airline companies, State and Federal Governments, corporate bodies, pilots, and airline customers, among others.

TITLE: **CUSTOMS GENERATES N153.9BN IN TEN MONTHS**

CONTENTS: The Comptroller General of the Nigeria Customs Service (NCS). Mr. Jacob Gyang Buba, said that the service had so far generated about N153.9 billion as a sundry revenue to the nation between January and October 2006.

JUSTIFICATION: The national development angles are that:

- the custom service serves as an exemplary institution to other government agencies by depicting the principle of transparency and accountability.
- the revenue generated by the service shows that the policies of the federal government are yielding positive results.
- the government will have additional fund to inject into other sectors of the economy for even national development.
- the story will encourage various governmental security agencies to vigorously fight smuggling.

NEWSPAPER: **THE SUN, WEDNESDAY, NOVEMBER 29, 2006**

TITLE: **SHELL CUP 2007**

CONTENTS: Shell Cup 2007, is the annual soccer competition organized by the Shell Petroleum Development Company of Nigeria Limited (SPDCN) to all Nigerian secondary schools.

JUSTIFICATION: The national development angles in this material include:

- developing sports at the grassroots level.
- fostering national unity among the various secondary schools coming together from the six geopolitical zones in Nigeria.
- inculcating the spirit of sportsmanship in our youths.
- using the prize money to develop sports.
- projecting SPDCN as a good corporate citizen, and thereby encouraging other multinational organizations in the area to fulfil their corporate and social responsibilities.

PR Tool Used: Publicity

Target Publics: Principal of Secondary Schools, Students, Youths Organizations, Teachers, Parents and Ministries of Sports.

TITLE: **NAVY ON OBUDU MOUNTAIN WITH GOOD TIDINGS**

CONTENTS: The Nigerian Navy, led by the unit of Chief of Naval Staff, Vice Admiral Ganiyu Adekeye, visited the indigenes of Obudu in Obanliku Local Government Area of Cross River State, and gave free medical treatment and free drugs to people in the community.

JUSTIFICATION: The national development angles in this material include:

- promoting free health service to the community.
- promoting free medical tests for HIV/AIDS, blood and sugar screening, blood pressure, and free anti-malaria drugs.
- drawing attention of the state government to provide health services for the people within this community.
- educating and counselling the community concerning their health status especially in relation to HIV/AIDS.
- promoting goodwill, mutual understanding, and good community relation between the Navy and the host community

PR Tools Used: Conference and Seminar

Target Publics: Traditional rulers in the host community, youths, local, government, personnel and parents among others.

TITLE: **INEC'S ELECTRONIC MACHINES**

CONTENTS: The Chairman of the Independent National Electoral Commissions (INEC), Prof. Morris Iwu, during a media briefing persuades and encourages Nigerians to cooperate with INEC.

JUSTIFICATION: The national development angles in this material include:

Sensitizing the citizens about the new electronic machine which the federal government has adopted for the 2007 general election.

- educating the general publics on the significance of electronic voting, and how the machine works.
- sensitizing the citizens about the new electronic machine which the federal government has adopted for the 2007 general
- informing the publics about the benefits of using electronic voting system.
- showing to the international countries, that truly Nigeria is ready to fight corruption in any form, be it political, economic or social.
- adopting and using electronic voting machine would reduce rigging to the barest minimum during elections minimum.
- boosting the image of Nigeria globally, and attracting foreign investors.

PR Tool Used: Media briefing

Target Publics: Political parties, political office holders, the security agencies, the media, youths organizations, NGOs, political activists, opinion leaders, among others.

Kindly check the last page of Lecture Nine for the summary, post-test and references for this lecture.

LECTURE ELEVEN

Public Relations and National Development: THREE

As we indicated in Lecture Ten, this is a continuation and the last lecture on Public Relations and National Development; consequently, we shall make a cross reference to the preambles for Lecture Nine, namely; the introduction, objectives, Pre-Test and the segments before the examples drawn from the newspapers. Besides, we shall adopt the summary, post-test and references for Lecture Nine for other lectures under the current topic.

Now, we shall discuss some newspaper items in relation to their titles, contents, how they qualify as public relations for national development, the targeted publics, the messages and PR tools used in disseminating the messages.

NEWSPAPER: **THE SUN, FRIDAY, DECEMBER 1, 2006**

TITLE: **MENACE OF RICE SMUGGLING**

CONTENTS: The Rice Millers Importers and Distributors of Nigeria (RMIDN) have petitioned President Obasanjo, with the approach of the Christmas and New Year, on the upsurge in illegal smuggling of rice into Nigeria through Cotonou, Republic of Benin and its impact on the Nigerian economy, the rice merchants and job opportunity.

JUSTIFICATION: The national development angles in this material include:

- re-awakening the attention of the government on the battle against smugglers.
- generating more revenue for the government.
- creating job opportunities for youths.
- implementing agricultural reforms designed for food security and self-sufficiency in rice production.
- increasing the import duty payable on rice to discourage rice importation.
- decreasing price of rice

PR Tools Used: Media briefing

Target Publics: Local, State, and Federal governments, Labour Unions, Market Women, Parents, the policy makers, security agents, and the custom service among others.

TITLE: **EKO PHCN INVESTS N700 MILLION TO BOOST POWER DISTRIBUTION**

CONTENTS: Eko Distribution Company, Lagos State, will invest about N700 million in the transmission and distribution infrastructures to boost electricity supply to customers within her district.

JUSTIFICATION: The national development angles in this material include:

- injecting fresh fund will lead to infrastructural development and rehabilitation; this would in turn lead to constant supply of electricity to the people.

- improving the quality, quantity and reliability of power supply, hence, promoting and enhancing, commercialization and industrialization of the community, which will enhance youth empowerment, community development and entrepreneurship.
- increasing the source of revenue for the government
- improving the people's standard of living
- developing of small scale business initiatives among the people within the zone.

PR Tools Used: Media Chat/Publicity

Target Publics: Commercial and industrial organizations, within the zone, small scale business, entrepreneurs, community leaders, youth, and PHCN consumers.

TITLE: **STARCOMMS ADDS IBADAN TO ITS NETWORK**

CONTENTS: Starcomms, the nation's largest CDMA 3G Mobile Network launched its services in Oyo State with a new theme "The Call of Freedom" which will afford the network subscribers in the state the opportunity to enjoy numerous services like per second billing, fun box, and internet facility among other things.

JUSTIFICATION: The national development angles in this material include:

- Providing qualitative and variety of telecommunication services.
- Boosting healthy competitive market among the telecommunication giants in the country. This will lead to reduction in tariffs and flexibility in services rendered.
- Providing additional revenue for the host government.
- There would be recruitment and employment of competent and qualified job seeker i.e. job empowerment.
- The coverage of Ibadan would extend and enlarge Starcomms in terms of coverage, subscriber base, network quality and customer service delivery.

PR Tools Used: Media Luncheon

Target Publics: State and local governments, parastatals, corporate bodies, students, the Police, small scale business owners, and subscribers.

TITTLE: **OUR SUSTAINABLE DEVELOPMENT REPORT**

CONTENTS: The Shell Petroleum Development Company of Nigeria Limited (SPDCN) has pride itself in the area of environmental and safety

performance, economic empowerment, sustainable community development, community health, security, human right, and human capital development.

JUSTIFICATION: The national development angle(s) in this material include the under listed:

- portraying SPDCN as an exemplary multinational conglomerate that has invested and continues to invest in the economy of this country.
- Showing SPDCN as an exemplary shareholder that has contributed to the development of the Niger Delta, her host community
- motivating both foreign and domestic conglomerates that intend to invest in the Nigeria economy to do so, without any fear.
- arousing the sense of social responsibility of other conglomerates towards their immediate host community's empowerment and infrastructural development.

PR Tools Used: Publicity

Target Publics: Community leaders, corporate bodies, foreign and local potential investors, local, state, and foreign governments, SPDCN staffs, and other multinational conglomerates operating in Nigeria.

Kindly check the last page of Lecture Nine for the summary, post-test and references for this lecture.

Summary

We have, in this lecture, discussed Public Relations (PR) from the perspective of its relevance to national development. Thus, we looked at the agencies that serve as organs of Public Relations for the government and how they contribute to national development. In doing this, discussed the National Orientation Agency (NOA), its objectives, and its developmental contributions. Besides, we discussed how corporate organisations, other than government agencies are involved in public relations for national development. We analysed some newspaper contents, gave justification on how the chosen contents contributed to national development, indicated the PR tools used and the target publics of the messages in the news items chosen. We emphasised that the goal of this lecture is to enable you to see different media which PR practitioners used in disseminating corporate

messages for national development. We indicated that the topic shall be presented in three lectures, with the propositions in the introduction serving as the stem to the follow-up Lectures Ten and Eleven.

Post-Test

1. Explain the concept of Public Relations and national development.
2. Identify government agencies that serve as Public Relations organs for government**.**
3. Explain some of the objectives of the National Orientation Agency (NOA).
4. How do corporate organisations, other than those of government, contribute to national development?
5. Discuss how the gestures of corporate organisations result in public relations for national development**.**
6. Without any duplication, do a checklist of the Public Relations tools used in the three lectures on PR for national development.
7. Which of the PR tools is the most popular?

References

Adegoke, L.A. (2009). Introduction to Public Relations: Principle, Media and Methods. Ibadan: Sharp Prints Publishing Press

The Sun Newspaper (2006).

National Orientation Agency (NOA). “NOA objectives” www.noa.gov.ng/index.php/ (Accessed 5 August, 2014).

LECTURE TWELVE

PUBLIC RELATIONS FOR NON-COMMERCIAL ORGANIZATION

Introduction

In this lecture, we shall discuss Public Relations for Non-commercial Organisation by looking at its structure and its mode of operation. In doing this we shall, among other things, discuss the three primary objectives of any organisation irrespective of whether it is profit or non-profit entity. These objectives relate to sales, support, and finance. We shall also discuss other stages that must be taken care off for effective PR for not-for-profit organisation. This relates to how the message leads to the programme of action, planning and costing, message design for specific target audience and why it is necessary for the practitioner to adopt proper sales principles approach. Besides, we shall touch how to approach a potential donor, look for support through parliamentary lobby and plan a result oriented communication, among other things.

Objectives

At the end of this lecture, you should be able to:

1. Explain the difference between a commercial and non-profit organisation.
2. Explain why a not-for-profit organisation is established.
3. Give examples of non-profit organisation in your immediate environment.
4. Discuss the primary objectives of a non-commercial organisation.
5. Why non-profit organisation must adopt a business-like approach.

Pre-Test

1. What is the importance of non-profit organisation to the society?
2. Identify the primary objectives of a not-for-profit organisation.
3. How must a PR practitioner design his campaign message?

CONTENT

Non-commercial organisation is otherwise known as non-profit or not-for-profit organisation; these three synonyms shall be used interchangeably in this lecture. It is an incorporated organisation which exists for education or charitable reasons, and from which its shareholders or trustees do not benefit financially. Any money earned by a non-profit organisation must be retained by the organisation, and used for its own expenses, operations, and programmes. Many non-profit organisations also seek tax exempt status, and may also be exempted from local taxes including sales taxes or property taxes. Well known non-profit organisations include Habitat for Humanity, the Red Cross Society, Human Rights organisation in many parts of the world. Besides, the World Wildlife Fund is a well-known non-profit organisation because it exists to raise money to help protect endangered species and preserve at-risk places. (**http:/ /www**. investorwords.com Accessed 16 July.2014)

Adopt the business approach

Public Relations, whether for profit or not-for-profit must be business like, otherwise the efforts of the practitioners involved in either will not yield the expected results. In other words PR practitioners in non-profit outfits must adopt the business approach by designing and implementing programmes that will enable their organisation achieve their mission. Thus, they are obliged to be creative.

The PR practitioner working with a non-profit organization must be very sure that whatever emphasis management places on the special nature of the organization is not an excuse for not being business-like. For example, a children's charity can create great warmth and may attract many well-meaning people as willing helpers. Nonetheless, the organization and running of a successful charity demands the strictest business disciplines.

Some of the world's most successful charities are good examples; they have been successful because of the efficiency with which they have handled public relations for charity organisations. Indeed, their common secret is that they structured all their activities strictly on professional grounds. This means that there must be clear objectives, responsibilities, reporting procedures, resources, commitment by the organization to the function and proper delegated authority for the PR team to undertake the necessary activity. Besides, a non-commercial/ non-profit organization must be able to pride itself in genuine consent and

invaluable credibility of information emanating from it. This basic factor of credibility relates to all aspects of PR but nowhere more critically than in the non-profit sector.

Adopt a logical planning sequence approach

In general, the primary objectives of any organization, which are likely to fall into three broad areas of sales, support and finance, equally apply to a non-commercial organization. This point up the all-important need for non-for-profit organisation to adopt a logical planning sequence approach. Let's now explain the importance of each of the three primary objectives listed earlier to a not-for-profit organisation.

Sales: Every organization is 'selling' something whereas many non-profit bodies do not identify very clearly what they are selling and to whom. For example, quite clearly a public utility is selling electricity, water or gas. A technical college will be selling places to prospective students; a women's club will be selling the benefit of membership while an environmental group might be selling peace of mind and donations among other things.

Support: It is helpful if the organization can identify those activities which it sells in exchange for the resources it requires. The organization requires support and this will be an important objective for the PR activity. For example, the women's group needs the endorsement of the church authorities for its role in the community, the technical college needs the approval of the federal or state ministry of education, and the environmental group needs political votes. This is why a PR person for a non-profit commercial organization must identify exactly what support is required, as a quantified objective.

Finance: All non-profit organizations will be working to their budgets; PR will have a role in the communication aspects of meeting these targets. These can cover sales budgets for commercial service (for example, those supplied by a training centre, research institute or public utility), fund-raising targets, and the endowment of a chair in education or buying buses for the handicapped. The PR professional will be identifying how the PR programme will work to help achieve these.

The message leads to the programme

After you, the PR practitioner, have defined your PR objectives, it is inevitable that you identify the audiences that matter to the PR programme. These groups might include shareholders, potential contributors, volunteer helpers' staff, business leaders, politicians, key journalists and so on.

The aim of the public relations activity will be to help develop goodwill and create favourable attitudes towards the organization. Nonetheless, the questions are: But what should these attitudes be, what are the existing attitudes? A larger organization may be able to afford research to investigate this in a quantified way. Smaller organizations may do this on a more informal basis.

For example, if the aim is to create goodwill towards the local scout group, a simple neighbourhood discussion group will help identify what attitudes exist and, quite likely, what needs to be done to develop this. However, if you have the responsibility for organizing a fund raising activity to support some homeless children, then the size of the project might suggest that, say, a predetermined per cent of the budget should be spent on research to establish existing attitudes.

The point is: how do you wish your non-profit organization to be seen? Good intentions are not enough. A strong body of enthusiastic volunteers around the central core makes it even important that everybody clearly understands the organization. This means that the message to be projected must be properly defined. Is your non-profit organisation a friendly low-key operation with its main objective to involve people in some small area of child-care? Or is it a hard-nosed operation that is going to raise millions of naira to tackle national and international injustices? Some major groups in the latter category behave as if they were in the former category.

Similarly, is your women's group established to provide a warm haven for potentially isolated housewives, widows and others in the local community. Or is it a radical group, fighting for a change in public attitude and the acceptance of better women's rights? These policies may appear clear to the people at the top: but they are often very distorted by the time they reach the willing helpers at the bottom. Consequently, they must be clearly explained for proper understanding. By implication, and put succinctly, the practitioner must state their organisation's policies and other messages in clear, denotative language.

First, plan your programme, and then cost it

The techniques to be deployed in the public relations programmes will be selected for their relevance and cost. Indeed, it is often preferable that you as the practitioner should first design the PR programme to meet the defined aims and then cost it to calculate the necessary budget. An adequate budget is essential. Voluntary enthusiasm is rarely as good as paid professional effort.

If we take a charity or fund-raising activity as an example, administration and promotional costs should not exceed 10 per cent or 15 per cent of the sum to be raised. The proportion could well be reduced to 1 per cent or 2 per cent of the total with the larger organization; this is obviously a more acceptable level. For example professional PR assistance can actually reduce the overhead percentage deducted from funds raised. As an illustration, a small charity wishes to raise ₦1, 000,000 to finance a holiday home for handicapped children. A professional fund raiser, PR consultancy or PR professional is found who is prepared to tackle this as a project. He calculates that the cost necessary to put this over to the right people to produce that level of sum will be ₦1, 500,000. This is significant proportion to the fund raised.

However, there may be very little real difference between the effort needed to raise ₦1, 000,000 and ₦1, 500,000. With professional assistance, it is easy to raise the target to ₦1, 500,000. This means that the costs have been reduced to only 10 per cent, and the organization has succeeded in raising ₦350, 000 more than it might have done without proper help.

One method some non-profit bodies have used to enlarge the budget available for professional assistance is to undertake cooperative campaigns. Indeed, some generic programmers are good examples of this synergy at work.

Design your message for specific audience

As it is with most missions, the essential element is a commitment to success. The public relations practitioners within the organizations must keep on reminding themselves of the values of their objectivity: their perspective is not the same as those with whom they are trying to establish two-way symmetric communications.

Let us consider the fund to provide a holiday home for handicapped children. This is likely to be a passionate commitment for those directly involved. To the local businessman asked to provide support, it can be something else. It could either be an interruption to a busy day, or an embarrassing appeal, or moral blackmail, or a meaningless request, (particularly if he has no children and is not local to the community). Nonetheless, he is unlikely to be as enthusiastic as the sponsors.

For the organization to achieve success in getting the support of the sponsors, it has to be very specific in its request. The promotional adviser has to identify very clearly what the product is, the benefits it will offer, the back-up and service, the credibility of the organization, the ability to deliver the goods as promised, and what this proposition will cost.

Adopt proper sales principles' approach

It is obligatory for you as a PR practitioner to consider your charity deal in exactly the same way you would consider a commercial proposal by asking the following questions:

What is our product?

Show the businessman the home that will be built, identify for him the number of children that need this type of assistance, show how this will contribute to their welfare. Above all, do this rapidly, efficiently and professionally.

What are the benefits?

You should ensure that in presenting your product you stress not just the features, but the benefits. In other words, not the number of rooms in the holiday home, but the number of holidays it will provide for the children: not just the range of educational courses that will be offered, but the broadening of the youngsters' horizons. Indeed, many charities find that it is very helpful to have their literature produced by professional promotion houses in order to present the message clearly and powerfully.

What back up do we offer?

If you sell products, then you must have a guarantee and service. The prospective donor will want to know what back-up resources will be supporting the home. Thus, you must look at the structure of your charity, its strength, its continuity, its links with the community, its

supporters, its foundation, its presidents, trustees, and its track record. All these will provide essential conviction. They demonstrate the back up to the new children's home.

What is the price?

You need to identify clearly the price you are putting on the appeal that you are offering. Obviously, the capital and the running costs will have been calculated, but what are you expecting the businessman to contribute? You must state that clearly.

L**et the donor know exactly what you want**

Some years ago, one of the most successful appeals ever ran overseas was organized by the Salvation Army which recognized the need to tell the public exactly what they should contribute. From this simple concept, they developed the slogan: "For God's sake, give us a quid!" In other words, give us some money, whatever is convenient for you to give.

The importance of this message was that it saved the donor the problem of deciding what was a fair contribution. Many people will refuse to give, rather than risk the embarrassment of giving either too much or too little. In other words, when you are asking for donations, end your appeal on the note that nothing is too small and that you will acknowledge every donation with warm thanks

Some fundraising activities quote different appeal sums for different benefits. For example, a town club may launch an appeal for a comprehensive secondary school expected to cost N500m. In that case, the club must spell out what each level of contribution would achieve: the dedication of a room, a reception area, a particular building, an item of equipment and so on. Simply put, let the donor know exactly what you want.

In contrast, some charities are very disappointed when they write to famous personalities and get a refusal. They should examine their appeal very carefully. Who buy double glazing without a price tag? Why should a business manager commit himself to something, unless he has an idea of what is involved? In some cases, getting support is as important as getting money. This enables the appeal to publish a list of early contributors. This has a snowball effect in encouraging other people to help. It is perfectly fair to write to early supporters, such as local businessmen, national leaders or show business personalities with a specific request; such a letter may contain any of the following, depending on the objective of the appeal.

- Please send us your favourite recipe for a book we are sponsoring for our appeal' 'Please send one of your old traditional attire which we can auction'.
- 'Please send us ₦100 and a letter of support'.
- 'Please send us a tape with two minute anecdote that we can compile into a radio broadcast to celebrate our appeal'.
- 'Please give us 10 minutes of your time for a photograph to go into our appeal document'.
- 'Please allow us to quote your name on our literature as a supporter of our cause'….

Organize a parliamentary lobby

When your non-commercial outfit is looking for political support to amend legislation, this is likely to require a political lobby. Of course, senators and all are sensitive to public opinion, as is demonstrated most dramatically at election times! Therefore, the well-organized lobbying group will undertake activities to ensure that there is the maximum possible public support for the cause of your organisation.

Find links with commercial organisations

A not-for-profit organisation can associate itself with some very well-known companies in the commercial sector to raise funds. An example of one of the better known cooperative techniques that is often used is the on-pack offer, sometimes used as a sales promotion activity. The participating company undertakes to make a contribution to the worthy cause, with the use of some form of coupon, label or on-pack offer which demonstrates proof of purchase. Schemes like these are often used to raise money for non-profit organisations

THE BOTTOM LINE

Whether your company is a charity, a trust, a foundation, a research or educational establishment, or a non-profit organisation, the bottom line is that the PR practitioner must remember basic disciplines. The fundamental questions that the PR adviser should pose and provide answers to are these: What are we trying to achieve? Whom are we trying to influence? What attitudes exist? How would we like attitudes shaped? Which message do we wish to convey and how will we measure success?

PLANNING COMMUNICATIONS FOR NON-PROFIT ORGANISATIONS

For a desired result to be achieved, you as PR practitioner should:

1. have a clearly identified people for the expected goodwill that will make the appeal a success.
2. for practical communications purposes, arrange such identified people into convenient groups, e.g., volunteer helpers, regional officers and so on.
3. decide how you wish your organisation to be seen by these groups, in other words, have we draft the mission or purpose of your organisation.
4. get this circulated, agreed and approved by all relevant managers.
5. write down the messages about the organisation which you wish to project.
6. take necessary steps to evaluate the attitudes that exist towards your organisation amongst key audience.
7. examine areas that will improve communications to help your organisation to improve such attitudes.
8. examine gaps which indicate that you need to change your policies.
9. identify existing communications channels that will keep these audiences informed.
10. Identify the channel that provides feedback to enable you to monitor reactions to information, development in attitudes and so on.
11. Make some assessment of the relative effectiveness and, thus, the cost effectiveness of existing communications methods.
12. Identify colleagues who would contribute to brainstorming sessions to develop alternative methods of communication.
13. Make an estimate of the likely cost and effectiveness of other options, in order to make a comparison with existing techniques.
14. Observe if this gives you an alternative programmed of communications which you could consider.
15. Deploy all voluntary resources that might be available to assist you in your PR efforts.
16. Provide proper training and briefing for any such voluntary assistance for your PR objectives.
17. Examine if there is any requirement for a parliamentary or public affairs campaign to support the aims of the organization.
18. Ensure that you allocate a realistic resource in manpower and budget to achieve the PR objectives that have been agreed.
19. Establish clear procedures for measuring your effectiveness in achieving communications objectives.

20. Determine how these will influence the activity for years ahead and the appropriate budget.

Adapted from Roger Haywood's (1984) All about PR.

Summary

In this lecture, we have discussed public relations for non-commercial organisation by looking at its structure and its mode of operation, the three primary objectives of any organisation ,whether it is a profit or non-profit entity in relation to sales, support, and finance. We also discussed other stages that must be taken care off for effective PR for not-for-profit organisation in relation to: how message leads to the programme; planning and costing; message design for specific target audience and why the PR practitioner should adopt proper sales principles approach. We closed the lecture, among other things with how to approach a potential donor, look for support through parliamentary lobby and plan a result oriented communication. ,

Post-Test

.1. What is common to both commercial and non-profit organisation?

3. Why non-profit organisation must adopt a business-like approach.

3. What is the importance of non-profit organisation to the society?

4. What are the primary objectives of a non-commercial organisation.

5. How must a PR practitioner design his campaign message?

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LECTURE THIRTEEN

CREATING PUBLIC RELATIONS PROGRAMMES TO SUPPORT ADVERTISING AND MARKETING

Introduction

We shall begin this lecture by establishing how Public Relations activities can facilitate advertising and marketing to achieve its corporate goal of facilitating the sales of good and services. We shall do this by detailing what the practitioner should do to achieve this. We shall also discuss Marketing Public Relations (MPR) and how it adds value to Integrated Marketing Communication (IMC).

Objectives

At the end of this lecture, you should be able to:

1, Distinguish between the PR functions that support marketing and those that define an organisation's relationship with its non-customer publics.

2.Explain the most common structure for handling marketing public relations (MPR).

3. Explain the importance of Marketing Public Relations (MPR) to Integrated Marketing Communication (IMC).

Pre-Test

1. What is the difference between the PR functions used in supporting marketing and those that define a company's relationship with non-customer publics?

2. Discuss the value of MPR to IMC.
3. What is the common structure for handling MPR?
4. What are the objectives of MPR?

CONTENT.

Public Relations practitioners can create PR activities to enhance the efforts of advertising and marketing by doing the following:

1. Identify the immediate marketing audiences an organization is trying to develop good relations with.
2. Map out how the PR effort relates to an organization's long term marketing plan.
3. Project the type of big changes that will need specific PR support to achieve so that the practitioner can adjust the PR programmed of his organization as required by existing circumstance.

   The PR adviser will need to:

   (1) determine the extent to which its effort should be educational in introducing new production concepts or company diversification.

   (2) determine the required support for the sales force in relation to regional promotion.

   (3) determine additional promotional techniques to deploy which need to be coordinated with the PR effort.

   (4) indicate those areas where PR might need to complement or reinforce the advert effort.

   (5) study all creative aspects of the advert on sales promotional recommendations to determine if these have PR potentials.

   (6) inquire if there are established procedures for efficient coordinating of the work of marketing, PR, advert and other promotional activities.

(7) determine the likely campaign duration in relation to other sales promotional efforts.

(8) allocate an intelligent budget for measuring the effectiveness of the organization campaign.

(9) design the calendar of promotional activities to make allocation for the difficult time schedules needed for PR, advert and sales promotion activities.

MARKETING PUBLIC RELATIONS

Marketing Public Relations and Integrated Marketing Communications

Harris (1997:90) offers a working definition of Marketing PR (MPR) thus:

> the process of planning, executing, and evaluating programmes
> that encourage purchase and consumer satisfaction through
> credible communication of information and impressions
> that identify companies and their products with
> the needs, wants, concerns and interests of consumers.

Objectives of Marketing PR

According to Rao (2011), a major decision in Marketing PR is to set the objectives which can be any of the following:

1. To build awareness for the product
2. To build credibility
3. To stimulate sales force and dealers dispersed around the country
4. To complement the sales, promotion and hold down promotion costs.

. Harris, a Public Relations Management Consultant highlighted what other scholars of communications said marketing entails. They considered marketing as a whole business from the point of view of its final result, that is from the customer's point of view. The customer is the king. Others scholars are of the opinion that both public relations and marketing ultimately exist to serve sales – the purveying of goods, services or ideas. The bottom line is that both are inevitably linked.

Research has also shown that the most common structure for handling marketing public relations (MPR) is a hybrid that combines decentralization and co – locating

communicators with a central communications personnel. This hybrid structure enables MPR members of staff to take maximum advantage of their closeness to the market place and their intimate knowledge of their division's products and services. They typically defer issues involving corporate image such as media relations, public affairs and investor relations to their colleagues who they conclude are better able to present, preserve and enhance a cohesive, positive corporate image to the world.

Harris is also of the opinion that marketing and public relations must be compatible. Thus, he makes a clear distinction between those public relations functions which support marketing otherwise known as MPR and other public relations activities that define a corporation's relationship with its non-customer publics, which is called Corporate Public

Relations (CPR). Effective CPR, he emphasizes, is vitally needed to counsel management and gain understanding of corporate goals in a highly volatile business environment. Effective MPR is also needed to support marketing goals in a fiercely competitive market place.

Thomas cites quite a number of instances to show that public relations sells products. Among such products are those of the Ford Motor Company which achieved a 50% brand awareness level among consumers. It also had orders of 146,000 Taurus and Sable automobiles before they were advertised or released for sale, based solely on public relations campaigns. Thus, the role of PR in marketing, rarely acknowledged in the past, is now generally recognized.

It has also been observed that marketers who found it increasingly difficult to reach the minds and hearts of target consumers have now been compelled to discover or rediscover the power of news, events, community programmes, atmospheres and other powerful communications modalities. Hence, Marketing Public Relations represents an opportunity for companies to regain a share of voice in a message–saturated society.

Furthermore, it delivers a better, more effective voice in many cases than if either PR or marketing were working alone. The new conventional wisdom is that, the lavish aid budgets of the past must give way to more targeted, more diverse ways to sell goods and services, maintain consumer confidence and build brand loyalty. More than ever, this will require a custom mix of advertising, promotion, direct marketing and public relations. It will also require that these various elements be coordinated and integrated. It will require that marketers speak with one voice not only to consumers but also to all those who influence

their purchase decisions. That means all components of the communications process must work together. By and large, the message is that marketing public (MPR) relations works effectively.

How MPR Adds Value to IMC

As Thomas enunciates, marketers are discovering a multiplicity of ways that Marketing Public Relations (MPR) adds value to integrated marketing communications programme. Among other things, MPR does the following:

(1) It builds market place excitement before media advertising breaks. Most marketers recognize that the announcement of a new product offers a unique opportunity for obtaining publicity and for dramatizing the product. They also have the understanding that the news of the new product must precede the advertising break. It is no longer news to the media once consumers see the advert.

(2) It makes advertising news especially where there is no product news. MPR often takes on more value because it is being mentioned in a non – advertising content. Thus, anytime there is a release of a new advertising campaign, it is advisable to bring in PR people and ask if there is anything in it that can stretch the campaign beyond the media expenditures.

(3) It introduces a product when there is little or no advertising. The publicity strategies that will be employed by PR practitioners often endear consumers to the product.

(4) It provides a value added customer service, which could also come in form of publicity.

(5) It builds brand – to – customer bonds

(6) It influences the influential

(7) It defends products at risk and give consumers permission to buy

Thomas also cites some of the reasons for the failure of advertising agencies to make one – stop shopping work. Among these are:

- The propensity to equate what they know best and do best (advertising) with what is best for the client.
- Lack of knowledge of other than “pure advertising” functions by agency account directors
- Their inability to work together
- Internal politics and competition
- Lack of uniform quality of agency subsidiaries

Thomas is of the opinion that enlightened practitioners of marketing public relations, promotion, direct and advertising should recognize the benefits of integrated marketing communication and the need for synergy among them.

SYNOPSIS

Public relations is an umbrella process, much like marketing, which is responsible for managing the firm's relationships with its various publics. These publics may include customers but are not limited to them. Public Relations is also concerned with employees, stockholders, vendors and suppliers, government regulators and the press. Hence, PR is much larger than just a tool of marketing communications. However, as part of their marketing mix, marketers use a number of public relations activities because they are so good at creating awareness and credibility corporate organizations firm at relatively low cost. These activities (often referred to as Marketing PR) include publicity, press agentry, sponsorships, special events and a special kind of advertising called public relations advertising which uses the structured, sponsored format of media advertising to accomplish public relations goals.

Thus, when PR activities are used for marketing purposes, the term Marketing. Public Relations (MPR) is often used. In support of marketing, public relations activities can raise awareness, inform and educate, improve understanding, build trust, make friends, give people reasons or permission to buy and create a climate of consumer acceptance – usually better than advertising. Indeed, smart MPR practitioners can find or create stories about even mundane products and get press support as well as audience for events.

In an Integrated Marketing Communication (IMC) programme, advertising and MPR should be closely coordinated. Many ad agencies now have PR departments for this purpose and many companies now have communications departments that manage both advertising and PR. However, integrated marketing communications is the process of building and reinforcing mutually profitable relationships with employees, customers, other stakeholders and the general public by developing and coordinating a strategic communications programme that enables them to have a constructive encounter with the company through a variety of media or other contracts.

To truly understand IMC, it is important to look through the customer's eyes as consumers and identify different media. Customers also develop perceptions of the company or brand through a variety of other sources: new reports, word of mouth and gossip. All these communications and brand contacts sponsored or not, create an integrated product in the consumer's mind. In other words, customers automatically integrate all the brand–related messages that emanate from the company or other sources. The ways they integrate such messages determine their perceptions of the company. IMC gives companies a better

opportunity to manage or influence those perceptions and create a superior relationship with those stakeholders.

Source: Harris, T.L. (2008) "Value Added Public Relations". www.bamesndnoble.com (Accessed 12 August, 2008).

Besides, technology has enabled marketers to adopt flexible manufacturing, customizing products for customized markets. Today, "Market driven" means bundling more services together in order to create a "unique product experience". This implies that companies and customers are working together to find solutions. The counterpart to flexible manufacturing is flexible marketing and integrated marketing communications to reach customers at different levels in new and productive ways. IMC is both a concept and a process. The concept of integration is wholeness. The process of achieving this wholeness in communications creates synergy which is the principal benefit of IMC as each element of the communication mix reinforces the others for greater effect.

Summary

We started this lecture by discussing the PR activities which a PR practitioner can create to enhance the efforts of advertising and marketing and what he should do to achieve the objectives of his programmes. We began the discussion on Marketing PR with a concise definition, and then presented the objectives of Marketing PR.: We touched the opinions of experts on Marketing PR as corroborated by research. and emphasised that marketing and PR must be compatible. We distinguished between those public relations functions which support marketing otherwise known as MPR and other public relations activities that define a corporation's relationship with its non-customer publics, otherwise called Corporate Public Relations (CPR). Besides, we emphasised, among other things, that effective MPR is vitally needed to support marketing goals in a fiercely competitive market place. We closed the lecture by presenting the various ways by which Marketing Public Relations (MPR) adds value to integrated marketing communications programme.

Post-Test

1. Discuss the difference between the PR functions that that support marketing and those that define an organisation's relationship with its non-customer publics.

2. Explain the most common structure for handling marketing public relations (MPR).
3. Explain the importance of Marketing Public Relations (MPR) to Integrated Marketing Communication (IMC).
4. What is the difference between the PR functions used in supporting marketing and those that define a company's relationship with non-customer publics?
5. In what ways does Marketing PR add value to Integrated Marketing Communication (IMC).What is the common structure for handling MPR? What are the objectives of MPR?

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LECTURE FOURTEEN

POLITICAL PUBLIC RELATIONS: ONE

The Making of a Governor

Part A

Introduction

This lecture will be in two parts: A and B. In Part A, we shall discuss how you can use Public Relations (PR) to sell and thereby propel candidates to political offices**.** In this first part A, we shall discuss the selling points, and the strategy for penetrate them.

Objectives:

At the end of this lecture, you should be able:

1. To explain what constitutes the primary selling point.
2. Identify major professional associations to whom you can sell a political candidate.
3. The importance of a campaign theme.
4. The strategy will you use to sell a person seeking political office.
5. Discuss some of the channels you will use to get the messages of a political candidate across to the voters.
6. Present a checklist about the ability and the character of the candidate you intend to sell.

Pre-Test

1. What is a political candidate's primary selling point
2. Name three professional bodies to whom you will sell your client seeking political office.
3. How would you get the messages of your client, seeking political office, to the target audiences?

CONTENT

According to Newsom, Turk and Kruckeberg (2010), Political Public Relations (PPR) requires that the practitioners work with candidates seeking political offices, and in most cases, it often involves that the practitioners will continue to work with such candidates after election. In such situation, they handle communication problems, strategies and activities; and are involved in media relations activities to provide publicity and write speeches for their principal. On ethical grounds, many PR practitioners will not support a cause or an individual they cannot wholeheartedly endorse in the interest of discipline and their personal integrity. However, some practitioners liken Public Relations advice to legal counsel and offer their services to those who are willing to pay for their expertise.

1.1 Targets/Selling Points

Since the potential gubernatorial candidate would be elected by representatives of individual wards, our primary selling point is the ward level. It shall therefore be our duty to penetrate each ward through the executive members of the party.

1.2 Associations

The potential voters in the bracket of 18-35 are students. Consequently, we shall penetrate this category through:

a) student unions
b) student clubs and other social organisations

Strategy: sponsored events (organised topical issues).

Professional Bodies Trade Unions such as the Road Transport Workers Union,

Motor Mechanics and Technicians' Unions

As in 1.1 penetration shall be through the unions' executive who will win the support of their members for the aspirant.

1.3 Market Associations

These areas will be penetrated through the heads/executive members who in turn will carry our message to individual members.

1.4 Opinion Leaders

It is expected that our messages shall get to these leaders through ward executives. Concrete effort shall be made to get in touch with as many of them as we could reach, soonest possible.

1.5 **Teachers Union**

This potentially powerful body is to be penetrated through members of its executive who will arrange the selling of our candidate at every available opportunity.

1.6 **The Media: NUJ, NAWOJ, ANWOB, RAATAWU**

These powerful bodies are pillars of the media through which we intend to get across to areas where other bodies have been reached in a different way: through the exposure of our candidate and through the power of information dissemination to mass audience in line with the philosophy of subtle, consistent and repetitive persuasion for emphasis.

However, in order not to run foul of electoral law, we consciously recommend that we go via programme sponsorship. This, in our view, will gradually get our candidate into the heart of the people at regular intervals and thereby register his person, philosophy, ideas, contributions and achievements in the minds of the people. The candidate to discuss his choice of programme to be sponsored with us (Worthwhile). Thereafter, we will prepare the programme, the scripting and timing as appropriate.

Issues not Personalities

At any meeting the governorship candidate will have with any group, he shall guide his utterances toward issues of economic and social relevance to the needs of the people. It is our belief that the needs of any group of people shall represent the needs of a cross section of our people. The candidate shall therefore, identify with such needs and aspirations of the people at contact and make pledges of attainable positive action. He shall identify with group problems and proffer solutions Issues that relate to religion shall be carefully handled with emphasis on religious tolerance and harmonious living among our people.

Where speeches have to be made or read, our subject shall make his points immediately after identifying with the contact group.

Since brevity is the soul of wit, we strongly suggest a speech of ten minutes duration (slightly +/-). This is in line with the law of rhetorical oratory which, in practically tested terms, indicates that the audience at any gathering starts to lose interest, in gradual deteriorating degree, in an address after the first ten minutes. Exceptions however hold where the subject is a must for the audience to listen to or where the speaker is very creative, and skilful.

In no way should our candidate be apologetic. He should always be poised and composed. He should cultivate cheerful demeanour which, most often, shows inner peace.

Our candidate should completely abstain from the use of abusive language or derogatory remarks about any opponent or competitor even in the face of obvious provocation. He should be very careful in answering any question that touches on the personality or quality of another aspiring candidate in whatever form.

Remarks

Much as we are aware that our candidate has done his homework and made contacts, it is our candid belief that there is the need for the type of professional service that we offer through this proposal in order to positively complement the ground work that has been initiated.

Modes of Operation

Since this calls for some touch of secrecy, we shall discuss same with our candidate and listen to his suggestions. This is in addition to the modes indicated under the preceding subheads. We strongly advise that our candidate should always make issues the thrust of his campaigns and public speeches as a departure from the past, when politicians talk about people rather than issues that touch on the needs and aspirations of the people.

Primary Selling Point Through the Media

We show interest in a thirty minutes personality programme interview (FORUM). Our candidate is free to choose a programme of his choice. Nonetheless, we strongly recommend that we start with a personality programme which will project the philosophy of his party, his background, ideas, and achievements to the fore for the people's consumption through mass dissemination via radio and television. The programme shall last 13 weeks. This will certainly prepare and soften the grounds for positive perception of our candidate and subsequently enhance his candidature.

The cost of programme shall depend on the type of programme plus the programme production cost. This is to be discussed and agreed on with the candidate.

Note:

The author first wrote this material in 1991. Towards the beginning of the electioneering campaign for political office in the short-lived Third Republic, the material was presented to Chief Owolabi of Okebola, Ibadan. He was then a member of the political action committee

coordinating the campaign activities of the Late Chief Kolapo Olawuyi Ishola of the Social Democratic Party (SDP) who became the First Executive Governor of the new Oyo State. Chief Owolabi later handed over the material to Alhaji Yekini Onaolapo Adewusi who was coordinating the publicity activities for the SDP governorship candidate in 1991/92.

The Making of A Governor: Part B

In this section, we shall discuss the channels through which the candidate can get his messages through to the electorate, and what to expect from opinion leaders and how the candidate should be appraised in relation to his preparedness for the task of electioneering campaign, his health as well as his strengths and weaknesses, among other things. Besides, we shall also present a checklist relating to the ability and character of the candidate and how to motivate his supporters and above all how to present his campaign theme.

The Issues

It is essential that the candidate should communicate with the right voters at the right time, in the right place, with the right message. That is the essence of a good political campaign. The candidate *must not fly blind*.

Through research, opinion leaders in all identified target groups should be contacted and requested to contribute to the messages the candidate should be attempting to convey to his various voting publics. This is very crucial and consequently, opinion leaders in target groups will be motivated to supply issues which people are concerned about, and how they feel about those issues in order of importance. Thus, opinion leaders shall:

- supply information about voters' reaction towards specific party and candidate's proposals or programmes advanced or under consideration by the candidate.
- supply information about areas of strength and weakness of a candidate and his opponents in relation to demographic qualities of the candidates.
- supply priority ratings which exist in the minds of voters on various party office holders and how they are performing, and on various issues and proposals.
- indicate the relative standing of the candidates at the time of polling.
- more importantly, opinion leaders will supply information about voters' attitudes towards a candidate and his opponents.

Operational Guidelines

The following guidelines will enhance an effective political Public Relations campaign:

i) Identify credible clubs in towns.

ii) Ask the clubs to identify major social needs of their people.

iii) Design beautiful billboards (in yellow and black which are visible and attractive colours).

iv) Billboards should be erected where the colours will not be lost to the location background.

v) Come up with a powerful slogan that will say it all for the candidate "In your heart you know he is the right candidate." OR any creative slogan.

vi) Focus interest on the candidate by raising his voice effectively enough to be heard by a sufficient number of people by election day: Thus, he must be seen, heard and listened to by the majority of voters

vii) Create messages that appeal to voters to support the candidate.

viii) Every party worker and friend must join in appealing to voters to support the candidate.

ix) Reach the voters through political advertising on television and radio with messages predominantly in the Yoruba language (and in English).

x) Buy time before popular radio/TV programmes for each area to reach the voter in the way that interests the candidate.

xi) Produce and distribute car cards and stickers, button badges and neck scarfs, caps, etc.

xii) Produce and send exceptional Direct Mail to opinion leaders in personalized form.

xiii) Fundraising through luncheons, dinner or any special event.

xiv) Finance committee to convince people that the candidate has a chance of winning the governorship election. People do not want *to throw* away their money.

xv) Thus, contributors must be convinced that the candidate is on top.

Contributors must be reassured that their contributions are vital for the candidate to win.

xvii) No amount is too small. Where your treasure is, there your mind will also be. What anyone gives should be appreciated. Any person who gives will definitely have a vested interest and he is most likely to talk about and vote for the candidate.

xviii) Canvassers should be motivated on how to effectively answer the most frequently asked questions and how to handle objections. They should have a direct answer ready when people ask how the money will be used.

Appraising the Candidate's Potentials

An honest appraisal about the candidate requires that the following questions are asked:

- Are there serious flaws that can be used to attack him?
- Can he stand up and face the electorate when he is under pressure?

Knowing these and other weaknesses of the candidate will help in preparing against what the opposition might come up with. Victory depends on the most effective protection of the candidate and the issues, and avoiding unfavourable exposures.

The Candidate's Health Position

The relevant questions here are these:

- Can he stand the pace of a strenuous schedule of the last lap (three months) before election?
- Does he have the stamina to complete a 20-hour day, day after day?
- How vividly or massively does he want to win?
- Does he have the drive?
- Can he communicate his desires and drive to the voters?

The Candidate's Assets and Deficits in Hard Reality

The questions here are:

- Is the candidate attractive and articulate?
- Where he is intelligent, what does his voice sound like when he talks?
- Is he from a segment of the country/state/community where he stands strong vis-a-vis the power structure and oppositions?
- Is he happy in a crowd? Is he shy? Is he indifferent?

Categories of Candidates

There is the need to determine the candidate's potentials for the position he is seeking vote. What is the candidate's potential in realistic terms or where he belongs in the political arena? Are the opponents experienced or novices?

Are the candidate and his opponents fighting for identity in public office for the first time?

Who has the edge - putting everything together: the candidate or any of the opponents?

- Here, an adequate knowledge is the weapon that can most readily close whatever gap that exists between the candidate and the opponents.
- Is he good with women or popular with men?
- How strong are the social clubs to which he belongs?
- What about those to which his wife belongs?

Honest answers by the candidates to the preceding questions, and any other, will help the candidate to determine the methods he will use to get the attention of the voters.

Deciding the Candidate's Approach

- Can the candidate benefit from high visibility?

- Is the candidate not effective on television? If yes, he must keep off camera as much as it could be helped to do so.
- Is his voice poor? If yes, he must keep off the air as much as possible.
- Is someone else's voice similar/close to the candidate's? Then fish him out and let him do the voicing while a well touched-up still photo of the candidate is used.

An honest appraisal of the candidate will indicate the right combination and determine whether he should be exposed to public view over a long period.

Note that how well the candidate will do as a public servant is not closely related to the charisma he shows or lacks in running for office.

It is, however, best to maximize the candidate's strength through insight provided by an unbiased analysis This will make him stand a better chance of winning. The candidate should not overstep his natural bounds or territory if he is to maintain a campaign strong on the offensive rather than being put on the defensive.

Checklist of the Ability and Character of the Candidate

Trustworthiness - This usually manifests through personal reputation or through that of his social associations.

- *Compatibility* - This involves hold up between the candidate and staff executives during the rigours, strains and closeness of the campaign.
- *Experience* - Essentially, the more, the better.
- *Objectivity* - This demands ability to face reality.
- *Administrative Ability* – This requires that the candidate should be at ease in delegating, supervising, following up, and relating to people.
- *Energy* - Candidate should have quantum of stamina.-
- *Good Judgment* - Candidate will achieve this is achievable through meditative thinking.
- *Unflappability* - This demands that the candidate must remain cool under whatever pressure.
- The candidate must develop a continuing liaison with top national party officers, and other party members who intend to run for office on party ticket: potential senators, house of representative and assemblies, and other workers. This ensures that the candidate complies with party etiquette and forestalls political backstabbing.

Working With the Party Organisation

- The candidate must continuously acknowledge the party following and well-wishers regardless of party structure.

- There must be effective co-ordination of plans for strength.
- The candidate should ask for information about effective community leaders, good speakers and community information that can provide the necessary insight for the candidate's benefit.

Motivating Supporters

- The candidate must deal with party supporters on a personal level because most of them will be working out of love. He should be wary of those who are just out for money. He will know them by the way they stress *money, money* in their dealings with him. They abound in all shapes and heights He must keep supporters happy by thanking them profusely and at every available opportunity. Thus, the candidate must meet with key volunteer leaders at least once a week to acknowledge *what a good job* they are doing and should continue to do. He should tell them "you are the key to the success of our campaign efforts."

- For showing such a personal interest the candidate will continuously generate an alert following that will demand as much as it receives. Thus, the candidate must attend all meetings to which he is personally invited without excuse as much as possible. Otherwise, volunteers, party organisation members and other followers will consider meetings a waste of time.

One extra way to keep the followers happy is through a special newsletter marked "Confidential" that goes to each volunteer on regular basis by Direct Mail and in personalized form. This engenders a sense of belonging among party loyalists.

- The candidate must be protected from requests for a job or demands on his time. His personal secretary or campaign manager should be at hand to handle such requests. Thus, the candidate would not be put in the position of saying "no" to party members' requests, and he would thus, keep his team members happiest.

The Campaign Theme

There must be a theme that will give unity and coherence to the entire campaign efforts. This should be the central idea that will bind all campaign efforts together. It must clearly describe the campaign in less than 20 words. That is the standard. The Campaign Committee can work this out as quickly as possible - in fact at an emergency meeting convened for that purpose. For example, the Campaign Committee may wish to formulate a theme from whatever is the current national yearning as at the time of campaign.

Examples:

1) "VISION 2010" in specific relation to the *eradication of poverty and want*.

2) "time for a change" from the politics of money-bags who will distribute money to voters as their own take away from the national cake, etc.

Thus, we can have "Peace, Prosperity and Progress" and come up with a theme like "Time for change from politics of poverty to politics of development" OR "Time for change - no more politics of poverty. We must work together for prosperity and progress for all." OR "Let's take our people from poverty to prosperity and progress." It thus means that every aspect of the campaign must reflect the theme. This requires that from posters, T-shirts, TV commercials, radio jingles, handbills to where the candidate will speak, every communication must add up to saying the same thing.

The theme must ring and be reached at every campaigning opportunity. The theme must be in place before the first fund raising activity.

Bitter Warnings

- The candidate or his manager must avoid false starts. They should avoid farming out Public Relations materials and services to relatives who are often mistaken as campaign strategists.

- The candidate's campaign efforts must never be allowed to get locked or bogged down by relative-and-friends-can-do-it syndrome.

- The candidate must ensure that those to whom he entrusts his campaign efforts are honest with themselves and the candidate. Thus, they must commit themselves to the pre-eminent fact that the reason for a political campaign is to win.

The issue of winning an election is settled worldwide on the *Political Judgment Day* when the voters pull the lever down. Remember, Politics is a game of number, not essentially very large number. The only share of the political market which a candidate prayerfully cares about is "*50 percent-plus-one- vote,:*" the crucial single vote that will make the difference, *the casting vote*.

Author's Remarks:

The author added the Part B of this material in 1998, and presented the package to Professor Tunde Adeniran toward his political campaign for the office of the Governor of Ekiti State under the People's Democratic Party (PDP).

Summary

In Part A of this lecture , we discussed how you can use Public Relations (PR) to sell and thereby propel candidates to political offices by presenting the selling points, and the techniques for penetrating for penetrate them., among other things. In Part B, we discussed the channels for getting the candidate's messages through to the electorate, what to expect from opinion leaders and how the candidate should be appraised in relation to his preparedness for the task of electioneering campaign, his health as well as his strengths and weaknesses. Among other things, we also presented a checklist relating to the ability and character of the candidate; how to motivate his supporters and how to present his campaign theme.

Post-Test

1. What is the importance of a campaign theme?
2. What strategy will you use to sell a person seeking political office?
3. Discuss some of the channels you will use to get the messages of a political candidate across to the voters.
4. Present a checklist about the ability and the character of the candidate you intend to sell.

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LECTURE FIFTEEN

MEDIA HANDLING: HELPING THE CHIEF EXECUTIVE OFFICER GET HIS SPEECH ACT RIGHT

Introduction

In this lecture, we shall present the outcome of interviews with what 25 experts say on "Substance and Style", as recorded and presented by Joyce Newman, an expert speaker, and founder of Newman Group which prepares Chief Executive Officers (CEOs), and organisations' spokespeople in the art of effective media presentation including media interviews. You will also learn, in this lecture, how to critique your personal style. Media training and media handling will be used interchangeably in this lecture.

Objectives

At the end of this lecture, you should be able:

1. To explain the difference between substance and style.
2. To explain what a speaker should do to earn credibility.
3. To explain why style and substance should be combined.
4. To explain the techniques of handling different types of media interviews.

Pre-Test

1. To what does substance refer?
2. What do you understand by style in speech act?
3. Why should a speaker combine substance and style?
4. Discuss the techniques of handling types of media interviews**.**

CONTENT

Media Training/Speaker Training: 25 Experts on substances &style

According to Newman (1988), most executives are convincing and articulate in one-on -one (interpersonal, face-to-face) communication, nonetheless, only few are able to effectively demonstrate their leadership abilities when they have to speak before a camera; they develop "camera freight" and their ability to express themselves disappear.

Consequently, presentation becomes an ordeal for both the speaker and the listener, the speaker loses credibility; the audience never receives the intended message.

This is why an organisation's Public Relations (PR) practitioner should make it obligatory for the Chief Executive Officer (CEO) in particular, and other spokespeople in the organisation to be proficient in speech presentation at corporate functions both broadcast and print media interviews.

A speaker's position as CEO for example may command, instantly, attentive listeners in house, i.e. within the organization; however for a speaker to earn credibility, his message must reach out to the external publics of his organisation. Style and substance must be combined because substance without style is like a Mercedes Benz without an engine which look nice but will not go anywhere. Indeed, it is one thing to send a message but it is another to have that message received and retained (memorability: reception and retention). For emphasis, both substance and style are required to achieve memorability: reception and retention.

For maximum impact, a speech must

- be tasty, nutritious and sparkled with flavourful language which translate to style
- keep the audience interested with colourful words (appropriate diction) and phrases as well as excellent delivery.
- give the audience something to chew on or substance.

In relation to substance and style, and for maximum impact, a trainer may need to do the following:

- create a script for a client, using large type face (fonts) with stylistic comments written in the margins.
- make notations for eye contact, smiles, pauses, gestures, and highlight key words to remind a client to emphasize throughout his talk.

- ask the client to prepare his speech notes in his usual format – and ask him to deliver the talk twice: once in his own way and then use the script which the trainer prepared.

It is obligatory that both efforts should be videotaped for the person being trained to review and note areas where he needs to improve his speech act in relation to both substance and style. This is because substance suggests control, and control is what successful speech act and interviews are all about.

Problems of untrained spokespeople

The three problems of untrained spokespeople which revolve around the following:

1. **Unstated- assumption**

They assume reporters have done their homework; consequently they sit back.

2. **Presumed obligation**

They feel compelled to answer any question regardless of how irrelevant, antagonistic or just plain or dull it might be.

3. **Empty content**

They lack a message.

The preceding errors add up to lack of substance, lack of control that style cannot and will not make up for. Style makes a meeting and a speech as events less boring. Even where the audience is presumed to likely exhibit universal indifference to almost any message, the speaker should make listeners care, the caring comes with a combination of style and substance. This is because, according to Newman (1988) all speakers are judged by the standards of the medium they chose to reach their audience. For example, the television has conditioned people to respond to style more than substance, entertainment more than depth.

As Newman 1988 further reports Arnold Zenker as saying, “eighty percent of a successful communication effort can be attributed to delivery. Maybe it is sad. It’s a fact of life.” She observes that “... most expert seem to agree that 87% of the

knowledge we possess comes from a visual source. Hearing sources provide 7%, smell provides 3.5% touch gives us 1.5% and taste provides 1%. Newman explains how this relate to speech by saying that while most audiences listen with both their eyes and their ears, most of what they remember comes from what they see while much of what they see is directly related to style and has little, if any, relation to substance.

Nonetheless, she quotes Bob Kimmel, President, Audio Television Features, as asserting that "substance and style should not be mutually exclusive in either speaker training or media training interview, because "like love and marriage, they work best when they come together." He adds that how a person looks and speaks often leaves a greater impression than what he says but that if substance is poorly organised, the message loses its impact even if well presented. This points to the importance of good presentation through effective delivery.

IMPORTANCE OF MEDIA TRAINING FOR CORPORATE CEOs & PRINCIPAL OFFICERS

The Public Relations Manager is obliged to present a proposal to the Chief Executive Officer (CEO) on the need for specialised training on media and audience handling skills for all management staff including the CEO. This is because the CEO, as the highest public relations officer of the organisation, will be perceived as a reflection of the image of the organisation he represents by the publics of his organisation..

Also, other members of the management team will constitute the organisation's spokespeople whose speech acts will result in either positive or negative perception on the image of the organisation. This would require the services of a speech communication consultant. The focus of the media training should be on effective handling of the speech presentation either through broadcast media and print interviews, press briefing, and other speech acts including presentation at conferences, workshops and seminars.

However, without any prejudice to the offerings of the trainer, members of the management team of a corporate organisation will find the underlisted guidelines useful for their speech

engagement, either for live or recorded broadcast media presentation; conference setting, press interview or briefing among other speech act outings.

There must be a balance between substance and style because time is too valuable to waste on a poor speaker with little style which, indeed, is a speaker's personal approach to customising information. Besides, style is the heart of the speaker's ability to capture an audience which is why it is important to build rapport immediately. Thus, it is important for speakers to organise and streamline their substance, or messages for media appearances.

Organisation's spokespeople must learn to recognize the different styles of reporters, they can respond in their own style to take control and make their points in the allotted time.

Most audiences listen with both their eyes and ears, most of what they remember comes from what they see and much of what they see is directly related to style and has little, if any, relation to substance. This is why substance and style should not be mutually exclusive either in speaker training or media interview handling training. The following are some guidelines on media handling.

The Guidelines

- Appearance, experts observe, impacts strongly on personal style making or breaking the speaker's power base. Consequently. it is important that speakers must be well groomed, look professional and wear clothing that is appropriate to the audience and the setting.

- For a memorable position style, speakers should include statement in their speech that will evoke an emotional response to keep the audience. A speaker should deliver his message in short, punchy statements with enthusiasm so that the audience will have a good memory of the speech occasion. Both substance and style are inseparable and should not be regarded as mutually exclusive.

- Speech making, like journalism, is storytelling, and a story with substance can be compelling especially if it is told with appropriate style and creativity. Speakers should put style and personality into their talks by including personal observations and experiences, case histories, anecdotes or narratives, a profound quotation from anyone else, analogies or metaphor.

IMPORTANCE OF SPEAKER/MEDIA TRAINING

The essence of Speaker/Media Training is to enable the speaker to be confident to handle the **'what if'** scenarios.

Speaker/Media Training is, enormously, important in helping the professional understand his or her strength as a communicator and how to take advantage of the strength. Speaker- It helps the speaker know when to combine the two aspects of substance and style to enable him to compress factual matter into stylistically acceptable form. Training helps corporate executives and other principal officers to become more confident and to position effectively for a specific audience.

Training also promotes valuable rehearsal time executives otherwise do not schedule for themselves.

Substance and style of a speech should be separated to focus text and clarify the style.

A speaker should know his audience to position successfully and deliver his message to them with punch, i.e. clarity and force. .

SUBSTANCE & STYLE

Substance would play an important role where an audience holds a predominantly different opinion to the speaker's in as much as the occasion would be more persuasive in nature. The speaker must know his audience to enable him to position successfully. Style would have a great deal to do with the speaker's persuasive ability; where the audience is already familiar with both sides of an issue; he must demonstrate enough substance and also convey his open mindedness through style.

A speaker must be in command of the facts (substance) and well prepared, he must be able to get and arrest the attention of his audience.

For a speaker to achieve credibility quickly without disrupting the message, he should learn some communication skills in addition to those skills which initially qualified him to be invited to speak to an audience in the first place.

For television and broadcast appearances, time is an important factor for consideration. Thus, a speaker should be able to convey a great deal of accurate information (substance) in a short time, and this is clearly done with stylistics more than content (substance).

It is important for you to note that, if a speaker does not have a firm grasp on the subject, training will be of little value. A speaker, to be successful, must be the subject authority. No one can give what he does not have.

A speaker should not only be an expert on the subject but should also, on his personal style, have the right ingredients to be a successful speaker.

A speaker should know that preparing a speech is like building a house. For both, one must start with a solid foundation; the speech rests on content, i.e. substance. However, a strong foundation is not enough to entice anyone to live in a house, just as substance alone is not sufficient to gain and hold the listener's attention, the style must be positively remarkable. A speaker's delivery must be interesting and uncomplicated. Style is important.

GUIDELINES ON HOW TO CRITIQUE ONE'S PERSONAL STYLE

The under listed are some of what a speaker could do in self-analysing his personal style**.**

1. Use a video camera to rehearse next presentation
2. Review the tape on if you were sitting in the audience.

Questions to ask to achieve:

1. A strong opening

Did my opening statement grab the audience's attention?

An effective way to begin a speech is a rhetorical question, present an anecdote, present a build-up of facts of a quotation related to the theme being presented.

2. Direct eye contact

Did I give the impression that I was looking at everyone?

To make direct eye contact, talk to one person until you complete your point or for about thirty seconds, then move on to look at another person. It is obligatory for you to "work the room ", so that everyone in the audience feels included.

3. Effective Vocal energy and variety

Did I speak in short conversational sentences?

Use the punctuation marks as a natural breathing point. Highlight key words in your notes as a remainder to emphasise them.

4. Effective Gestures & facial expression

Did my hands and body movements add to my message rather than distract the audience?

Always remember to rest your hands at your sides or on the lectern lightly between gestures. Use your hands and arms to communicate ideals such as a size, direction, emphasis and number. Avoid smiling throughout your talk, otherwise you will look insincere.

5. Fluency

Did my words flow smoothly?

Have I avoided non-words such as "um", "uh", or "you know"? Substitute pauses for the non-words for memorability;

Visuals

Did I paint word pictures for memorability, i.e. to help the audience visualize and retain message? Were my visual aids large enough for everyone to see and simple enough to be understood?

6. **Effective Diction (Language Use)**

Have I avoided Jargon, "inside" jokes and off colour language? Have I used words that will evoke my audience to appropriate action for their good?

7. **Appropriate Knowledge of Audience**

Have I realistically analyzed the audience as to why they should be interested in what I have to say? Have I addressed the needs of the audience rather than telling them only what I want them to hear? Did I stay within the time limit and within the audience's attention span?

8. **Strong Closing**

It will be useful to provide answers to the following questions to close any speech act brilliantly:

Have I provided a summary of the important points?

Have I challenged the audience to take an action?

Did I indicate my intention to take action?

Did I end my speech on a positive point?

HANDLING INDIVIDUAL MEDIA INTERVIEWS

You as a Public Relations practitioner can pitch an interview for your CEO and other principal officers including yourself.. In such case, it is obligatory for you to know the purpose of the interview. This will enable you to better prepare yourself CEO, the other spokespeople or yourself. This implies that whether the interview is initiated by you or by the media man, you must schedule it in advance. As the communication professional in-house, you must do the following to enable whoever will be speaking to the media person(s), you should be familiar with the following tips. Thus, by implication you must

- anticipate questions and plan appropriate answers to them. This demands that the spokesperson must memorise facts, figures, details that will lend credibility to his answers.
- memorise easily understood anecdotes.
- know your audience, by doing a mini-audience research and frame answers from the audiences' point of view, by using clear denotative language to avoid being wrongly quoted.
- Develop a message of one or two key points you want your audience to know and understand.
- ensure that you link your answers to your message whenever possible.
- speak in complete though, use conversational style, and retain your composure. Indeed, be confident because at that point, you are the expert. Add personal and relevant anecdote to buttress your message.
- never allow reporters to put words into your mouth. This implies that you should rephrase reporters' words but avoid negative ones.
- never rephrase if you do not know the answer to give. In such a situation, ask for clarification. Indeed, it is best to tell the reporter that you will get back to him or her. The implication of this is that you have given him a promissory note and you are obliged to redeem your promise, otherwise you become an undependable person.
- never say 'no comment' for an answer. Always give reason for your inability to comment at that point and offer alternative information, if appropriate.
- never use the 'off the record' statement. There is nothing like that; it is best to think it out before you respond to a question. Keep whatever you deem unprintable.
- never answer any hypothetical question.

- always answer positively because it is the answer that counts, not the questions; speak in complete thoughts. In front of radio or television microphones, stay still and avoid sitting in a chair that rocks or spins
- look at the reporter and not the camera for a television interview; if you are uncertain where to look, ask. Besides, do not fidget or touch your face or hair.
- be aware and void nervous habit, such as pen tapping.
- Avoid frowning when you are asked a challenging question. However, if it humorous, try to wear a natural smile; if it a serious question, try to show thoughtful look.
- Pause briefly before you answer any question; it makes for a cleaner sound bite and makes you look more thoughtful.

Summary

We have presented in this lecture, a synopsis of interviews with 25 experts on "Substance and Style", as recorded and presented by Joyce Newman, an expert speaker, and founder of Newman Group which prepares Chief Executive Officers (CEOs), and organisations' spokespeople in the art of effective media presentation including media interviews both broadcast and print media interviews. We discussed among other things, the qualities which a speech must contain, itemised the problems which untrained corporate spokespeople always have and how to overcome them. We emphasised, among other things, why it is obligatory for the Public Relations practitioner to present a proposal to the Chief Executive Officer (CEO) on the need for specialised training on media and audience handling skills for all management staff including the CEO himself. We presented some guidelines in this regard, and detailed specifics of how a speaker should handle substance and style for speech act.. We ended the lecture by presenting some guidelines on how a speaker should critique his personal style.

Post-Test

1. Discuss the difference between substance and style in speech act.
2. A speaker must combine both substance and style for effective speech. Do you agree? Defend your answer.

3. Present, in not more than two pages, the techniques of handling the different types of media interviews.

4. What should a speaker do to earn credibility?

5. Identify and discuss the problems of untrained spokespeople.
6. How do the senses of hearing, smell, touch and taste relate to speech?
7. Why is media training important to an organisation's CEO and other principal officers?
8. Discuss the guidelines on media handling in relation to substance and style.
9. What should a speaker do to critique his personal style?

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LECTURE SIXTEEN

ISSUES MANAGEMENT

Introduction

We shall start this lecture by looking at what issue management is, its objectives, and issues process model. We shall give some examples of issues, their sources, how they are crystallized, and how they should be managed and treated. Besides, we shall also present local case studies.

Objectives

At the end of this lecture, you should be able:

1. To explain what an issues management is.
2. To explain the objectives of issues management.
3. To identify some sources of issues.
4. To identify the seven-step process of issues management.

Pre-Test

1. Define issues management.
2. Identify and discuss the issues process model.
3. Identify the objectives of issues management.

CONTENT

Definitions

Ewing (1997: 173), reports that a group of practitioners developed a goal-oriented definition of issues management thus : "... the management process whose goal is to help preserve markets, reduce risks, create opportunities, and manage image as an organisational asset for the benefit of both the organisation and its primary stakeholders" – customers, employees, the public, and shareholders.

According to Ewin (1997: 173) and Seitel (2011: 415), the term issues management was formally and publicly coined by public relations counselor W. Howard Chase in 1976. Seitel presents Chase's definition of issues management thus: " Issues management is the capacity to understand, mobilise, coordinate, and direct all strategic and policy planning

functions, and all public affairs/public relations skills, toward achievement of one objective: meaningful participation in creation of public policy that affects personal and institutional destiny. "

Take a look at the preceding definitions. What is the difference between the? Did you say you cannot get so fat? Okay, take a second look at them critically in few minutes; read between the lines and see if you get it. Okay , yes, you almost get it. Try harder still. Okay, let me come in. The difference is simple that, while Ewing's definition is from the perspective of " what to do", Chase's definition is from the perspective of " how to do." Now from those two point look at the definitions again and see if you buy my position. Now, let us llok at the objectives of issues management.

Objectives of Issues Management

According to the Corporate Public Issues (CPI) (1976) Newsletter, the objectives of issues management are to introduce and validate a break-through in corporate management design and practice in order to manage corporate public issues at least as well or operations better than the traditional management of profit-centre operations.

Issues Management Process Model

Now that you are a bit familiar with both the definition and the objectives of issues management; now, let me give you insight into what some expert Ewing (1997); Newsom et al., (2010) and Seitel (2011) say about the process model of issues management. Ewing and Newsome et al., talk of five-step process model thus:

1. Issues identification ,Theory and research, with which the organisation must be involved
2. Issues analysis which involves judgment and priority setting, in relation to its impact on the organisation's publics
3. Policy options which involves policy and strategic options available to the organisation
4. Programme design which involves implementation of action plan to communicate corporate views in order to influence the organisation's publics' perception on the issue at hand
5. Results which involves performance and evaluation of programme to determine the extent to which organisational goals have been achieved.

Ewing (1997: 181-183) identifies with the preceding five steps, but adds two more steps for his Seven-Step- Process model which he enunciates thus:

1. The first step (identification) is done through the scanning of emerging issues in the sociopolitical environment, by looking for early signs or blips. After the identification of issues relevant to the future viability of a corporate organisation, the most important are selected for further analysis.

2. The second step (issue analysis) involves rigorously defining the issue with specific emphasis on the corporate entity; after which impact analyses are run to consider how the various issues' resolutions would impact on the future of the corporation. The last phase in issue analysis involves isolating issues with the highest priorities for further work.

   While the preceding two steps are generally the responsibilities of the issues management personnel, steps three and four are the responsibilities of Committees or task groups.

3. At the third step, corporate policy position is developed on the issue at hand, according to the organisation's strategic plans, and goals and presented to the organisation's management team for approval.

4. The fourth step involves the development of specific action plans, i.e. tactics, to implement the strategy inherent in the approved corporate policy position. This step requires setting the time frame within which the organisation will intervene in the issue resolution process by identifying the company's actors and setting the necessary budget benchmarks.

5. At the fifth step, action is taken by implementing the action plans by communicating the organisation's positions on the issues at hand to the relevant publics or groups.

6. The sixth step involves a review of reaction (feedback), adjustments in form of responding to legitimate objections, negotiation, and repetition of the organisation's positions and their supporting arguments; none of these elements can be ignored, no matter the success attained at the fifth step. Indeed, the parties who raised the issue may buy time by pausing, regrouping, and amending their

position, which may change the surface issue but without any prejudice to the underlying organisational goals.

7. At the seventh step, the organisation's management's and other personnel's attention is focused on the issue at hand until it is resolved in a manner the organisation can live with, during the current phase of the issue's life.

I am sure you now have a rewarding insight into the process involved in issues management. If you look at Ewing's (1997) preceding five steps, you will see how they agree with those of Newsom et al. (2010) and Seitel (2011). Ewing's sixth and seventh steps are well thought out additions to further complement issues management process.

We shall now look at one local case study as graphically enunciated by a seasoned Public Relations practitioner, Mr. Taiwo Abodunrin, a former Public Relations Officer with the Property Development Corporation of Oyo State. This is to show how the theoretical aspect of issues management has been used to solve real life issues in our environment.

THE CASE STUDY

The materials in the case studies reproduced below are borne out of what the practitioner in the preceding paragraph experienced when he served his employers. One of the materials, which is reproduced here with his permission, come under the title:

"REPUTATION COMMUNICATION: WORKING FOR A POSITIVE MEDIA"

... I worked for the Property Development Corporation of Oyo State for eight years as the Public Relations Officer. This parastatal of the Oyo State Government of Nigeria has the following statutory functions:

1. Provision of industrial and residential estates in the state with the necessary infrastructural facilities for prospective investors and home-owners.

2. Provision of houses for sale to members of the public.

3. Provision of mortgage loans for qualified members of the public to build houses of their choice anywhere in the state.

4. Building of shopping complexes, office units and other such properties for let by members of the public.

It is in the context of these responsibilities that the corporation built, in the early sixties, the old Bodija Estate and later built the new Bodija Estate in the early seventies. It is also within the context of these responsibilities that the corporation took over the building of the Federal Government's Housing Estate at Owode, Ibadan and constructed the Agbowo Shopping Complex opposite the University of Ibadan. Two other estates in Ibadan – the Akobo Estate which is residential, and the Olubadan Estate which is both residential and industrial, were also developed by the corporation. In addition to these ventures, the corporation also has estates in major towns of the state.

It is in connection with two of these properties that I suffered the unfavourable media exposure we shall be discussing as our case studies. The two properties are the Owode Housing Estate and the Agbowo Shopping Complex, both in Ibadan, Oyo State.

The Owode Residential and Industrial Estate

The houses in this estate were sold to interested members of the public who moved in thereafter.

There were complaints, however, that the rents were too high. The residents mobilized into an Owners Association to fight for the reduction of the rent. One of their tactics was to use the media effectively, especially as some of them had influence with some newspapers. This they did quite well. Day after day, I faced a barrage of newspaper agitations centred mainly on the issue of rents on the estate. Even though the Corporation held meetings with the House-Owners Association to explain our difficulties, the media agitation continued. So I decided to use the liaison method of public relations to take my case to the media. I stated with the most vocal newspaper. I went to see the editor and was welcomed with open arms. He immediately arranged for a reporter and photographer. I explained, in the mini-briefing, the position of the Corporation on the issue of rents for the three categories of houses on the estate, and our reasons for fixing the rents as such.

The second day, the views expressed appeared alongside my photograph in the newspaper. My General Manager was quite elated and thanked me for a job well done. The effusive thanks vividly illustrated his worry about the negative exposure we had over the weeks. The unfavourable reports were reverted and we had no negative exposure again in respect of that estate. The newspaper extract of the event is published below:

Rents are not too High

The Oyo State Property Development Corporation has said that the rents fixed for the Owode Housing Estate in Ibadan were not arbitrary. It was in accordance with the guidelines issued by the Federal Housing Authority (FHA). These facts were made known by the Corporation's Public Relations Officer, Mr. Taiwo Abodunrin, while speaking in an interview.

Mr. Abodunrin said the rents has also been approved by the Federal Housing Authority (FHA). The PRO also denied newspaper publications that winners "stumbled" on information to collect keys to their houses. According to him, letters were written to individual winners as soon as connection of water to their houses had been done, adding: "127 of the winners have been written to date."

Mr. Abodunrin said landscaping of all areas in the estate was the responsibility of his corporation and would be done after all water connection had been completed. He described as "misleading" a newspaper story that the one-bedroom housing unit the rent of which was N40 consisted of a single room. The PRO explained that the one-bedroom housing unit was self-contained and consisted of a sitting room, dining room, a bedroom, a store, water closet and shower, a courtyard and an ample garden space.

It will be recalled that since the corporation fixed rent for the one-bedroom at N40 per month, two-bedroom at N60 per month and three-bedroom at N70 per month, many newspapers had described the rent as exorbitant and urged the Federal Government to review it.

The method used here to revert the unfavourable media exposure was friendly and accommodating. Instead of the liaising method used here, I could sit down in the office and put out rejoinders, to the media, that could be as sarcastic and offensive as the depth of my feelings of injury. I could so decide to ignore the outcry in the media and behave as if nothing was happening.

But, both methods could not achieve a better result, not if I had even adopted a third approach – a media briefing. The problem of a media briefing in this case is that the subject-matter is not big enough to warrant an assemblage of the media.

The method used was appropriate to the demands of the situation and it convinced the media that:

1. The Corporation had nothing to hide on the issue and was ready to provide information that could rationally justify its stand on the issue of rent on the estate.

2. The Corporation was not ready for antagonism and confrontation but rather was ready for rapport with the media. That was in sharp contrast to the method I used years later in another episode of an unfavourable media exposure ....”

For the second case study on The Agbowo Shopping Complex, see

Source: Abodunrin, T. (1998). Public Relations: The Prime Practice Agenda. Ibadan: Sosefik . Nigeria Ltd.

Summary

We began this lecture by looking at the definitions of issues management, its objectives, and issues process model. We gave some examples of issues, their sources, how they were crystallised, and how they were managed and treated. Besides, we closed the lecture with a local case study and indicated the public relations method used in managing the issue of the Owode Housing Estate, Ibadan, Oyo State.

Post-Test

1. Identify the difference between the definitions of issues management as presented by Ewing and Seitel**.**

2. What are the objectives of issues management?

3. There is no difference between Newsom et al.’s (2010) and Seitel’s (2011) issues process model on the one hand and that of Ewing’s (1997) issues management process model? Do you agree? Defend your answer.

4. Identify and explain the importance of the two additional steps which Ewing added to the five- step-process model by Newsom et al. and Seitel?

5. What Public Relations method did the PRO, Taiwo Abodunrin, use to revert the unfavourable media exposure which the Property Development Corporation of Oyo State suffered on the issue of Owode Housing Estate, Ibadan?

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