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COMMUNICATION STRATEGIES AND LANGUAGE USE: ETHIOPIAN
AIRLINES PUBLIC RELATIONS IN FOCUS.

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LIST OF ABBRIVIATIONS

CEO	CHIEF EXECUTIVE OFFICER
EBC	ETHIOPIAN BRADCASTING CORPORATE
ENA	ETHIOPIAN NEWS AGENCY
EPA	ETHIOPIAN PRESS AGENCY
ET	ETHIOPIAN AIRLINES
FBC	FANA BROADCASTING CORPORTAE
IMC	INTEGRATED MARKEING COMMUNICATION
PR	PUBLIC RELATION
PRO	PUBLIC RELATION OFFICER
TL	TEAM LEADER

ABSTRACT

The purpose of this study is to examine communication techniques and language use of Ethiopian Airlines public relation. It attempts to explore the efforts and the overriding Challenges Ethiopian Airlines PR is facing to reach out and communicate with the media and the public. Moreover, the study was conducted based on the two-way symmetric public relations model, where public relations departments give equal emphasis to the interest of the media and the public as that of the institutions. In-depth interview and questionnaire are tools used to conduct this study. Regarding in-depth interviews, five key informants were selected by the researcher in consultation with the organization being studied. The informants were selected by their assumed critical role to play in Ethiopian Airlines public relations Office. Generally, as a qualitative research, data was gathered in the tools and interpretive analysis was made. While collecting, analysing and interpretation of the data, common procedures were observed. In the in-depth interviews, for example, consensual semi-structured interviews were recorded, and additional notes were taken to strengthen them. The recorded interviews in turn were transcribed; the data were categorized into themes; and interpretive analysis was made afterwards. As to the questionnaire, structure questionnaire type was distributed to twenty four journalists working in nine broadcasts and print media. Then responses were carefully analysed and presented. The findings of this research have revealed that Ethiopian Airlines Public relations is undergoing through many professional and organizational limitations on handling issues which have direct impact on the media and public. As the company is state-owned and national flag carrier of Ethiopia, information and access for data for the media and the public is so essential. Professionals working there also must be the ones who can fit this giant company which is now representing the continent too. Therefore, the researcher finally recommended Ethiopian Airlines public relations to work in a professional and responsible manner and be more open to the media houses working more on building long-lasting relationship with medias especially with the local based ones.

Chapter One

1.1 Introduction

Public relation is the way organizations, companies and individuals communicate with the public and media. A PR specialist communicates with the target audience directly or indirectly through media with an aim to create and maintain a positive image and create a strong relationship with an audience. Examples include press release, newsletters, public appearances as well as utilization of the world wide web. According to Ralph Tench, (2006), the world of business is characterised by fierce competition and to win new customers and retain the existing ones, the firms must distinguish themselves from the competition. But, they also need to create and maintain positive public image. A PR specialist helps them create both positive image and maintain a good reputation among both the media and customers through communicating in their behalf and presenting their products, services and the overall operation in the best way possible. A positive image helps create a strong relationship with the customers which in turn increases sales.

To build a relationship with the target audience and maintain it on a high level, PR specialist must use a variety of tools and techniques along with a standard language. In doing so, PR people must be able to use PR tools effectively and address the interests of both their organization and the public. Successful communication strategy depends on a good understanding of two types of theories. Those that explain how someone will process and respond to a message and those that explain why someone will or will not respond to a message in a desirable way (Ralph Tench, 2006).

To achieve a company's communication needs with the media or the public, the PR must be efficient enough to communicate with journalists, specialist, editors from local and international media including newspapers, magazines, Radio, TV and web-based communications through press release, phone calls, video news release, press briefings and so on (Ralph Tench, 2006). In this regard, most PR professionals do not meet the fundamental expectations and seen using traditional ways of implementing it. As a result, PR is considered as just an echo to the interest of the bosses from its side.

In this research, I tried to analyse PR practices of Ethiopian Airlines in line with basic practices, strategies and language use of the public relation. Basic PR strategies, techniques and language use will be examined in detail.

1.2 Statement of the Problem

To start with, I am currently working at Ethiopian Airlines, Public relations department. The department has the responsibility and its eligible to handle all internal communication activities of the airline. The department is organized under manager level and it has teams in it. The Media relation team basically engages with activities like organizing media briefings, inviting medias (or a specific media), making analysis on articles of media outlets related with the company and the aviation industry and any other similar tasks related will be monitored by this team under public relations.

The social media team is responsible to run all the social media platforms that the company owns. These include Facebook (both English and Amharic), tweeter, Instagram, Telegram, linked in and google plus. Using these platforms, the social media team is expected to promote the company releasing information that are presentable on the social media and supporting the overall all marketing and promotional activities of Ethiopian airlines.

The event organization team, as the name indicates deals with practical and procedural issues of the company whenever there is an event. Events like media briefings, guest welcoming, facility visits by VIP s or groups and the likes will be handled by this team. These all teams report to the Manager of Public relations team and the manager will directly report to the managing director of commercial operations. This is how the communication activity is structured.

Poor communication strategy and practice might lead to some costly ways of promotions. I experienced some media houses which were not welcomed many times they need simple interview with the higher management for free, later proposed high amount of production payment when they are needed to make a documentary on the activities of the airline. Though I have the chance to see studies conducted on similar issues, I did not find a study made on the communication strategies of Ethiopian airlines. In this regard am hopeful that this study will come up with new thoughts and findings on the company's communication

activity since my focus is looking at the activities in detail, participating with professionals on duty.

When a business company is in a kind of crisis, there must be methods and ways to manage the media and overcome such hard times. This can be through the way the company uses its own media outlets or through external medias.

In the case of Ethiopian Airlines, Media are usually welcomed inaugural ceremonies of newly started flights. In recent cases, after the Ethiopian Airlines crash ET 302, several media were left unattended at the crash site without adequate and frequent information given from the airline side. Due to this, lots of speculations and even some disturbing scenes used to be broadcasted Media were left with the chance of accessing local people, interviewing them and airing it. After the press briefing given on the day of the crash, media and the public didn't hear much from the airline except information released on the social media pages, which was subject for different interpretations as there was no chance to ask for explanation.

Related with the internal communications of the PR, the outlet called "Ethiopian weekly" usually focuses on one-way communication in which information flows from management to employees. There is no way that employees or individuals can communicate back on a certain issue. It's rare to see articles fostering the internal communications among employees. Even if there is a progress in recent days, this outlet usually focuses on specific areas and contents which might meet only the communication interest of one side of the communicating bodies. Generally, this study tried to see problems and the practices of Ethiopian Airlines PR, focusing on the techniques and strategies used to communicate internally, with the public and medias.

1.3 Research Questions

1. How effective are the communication techniques and strategies practiced by Ethiopian Airlines public relations to meet the communication standards, and interests of the airline and the media?
2. How does the company uses Social media as part of its communication strategies?
3. How effective is the company practicing integrated communication marketing as a tool of communication strategies?

4. How does the management influences the communication practices of the company?
5. Is the language use appropriate effective addressing communication needs of the company?

1.4 Objectives of the Study

This study has the following specific objectives

- ✚ To evaluate practical communication practices of Ethiopian Airlines.
- ✚ To figure out limitations regarding Ethiopian Airlines PR, practicing communication
- ✚ Strategies
- ✚ To find out gaps regarding strategies implemented by Ethiopian Airlines PR communicating with internal staff and the media.
- ✚ To examine the appropriateness of language use in communication activities of Ethiopian Airlines PR.
- ✚ To examine accessibility of Ethiopian Airlines PR to the media.

1.5 Significance of the Study

This study will practically strengthen the overall communication activities of Ethiopian Airlines PR. As the study theoretical and practical aspects of Public relation and Media communication and views of media houses, it will contribute a lot for the existing trends at ET. Results from this study will help professionals working at Ethiopian Airlines PR, gain feedback and improve daily practices. The study will also help bring new PR trends that are practically effective and suit the company.

1.6 Scope of the Study

Further to the target organization which this study focuses on, Ethiopian Airlines, It also touches some other stake holders that are directly engage with the communication activities of the airline including media and communication departments of other organizations. Communication personnel of the airline are also within the scope of the study. Content wise, the study will encompass issues of Language use and Communication strategies of Ethiopian Airlines Public relations.

1.7 Limitations of the study

As some of my target population and samples were employees of the company, due to fear of disclosing information and issues related with anonymity, it was my expectation that some of them were willing to disclose the exact information and even to cooperate at all. As the company is a business company with strict internal policy of prohibiting disclosure of information, specially issues related with weaknesses and gaps, the study and the findings of this study might not be perceived positively from the management side. I did my best to convince those who suspected this study may result bad brand image. It would probably hard to assure them that it would rather help all of us, practitioners in the field, develop our professional skill and come up with better and efficient practices, since the study relies not only Individuals' thoughts, but also on existing theories and practices of Public relation.

CHAPTER TWO

Review of Related Literature

1.1 Introduction

Public relation is the projection of the personality of a company or organization. It is also an organized two-way communication between an organization and the audiences critical to its success, the aim being to create understanding and support for its objectives, policies and actions. The public relation is responsible for management activity responsible for the creation of favourable attitudes among key audiences. It follows an exercise in diplomacy, putting the facts and viewpoints of the client to whatever jury is appropriate government, the buying public, shareholders, a committee of inquiry, Members of Parliament or whatever. Something that embraces all the activities that build good relations with audiences, attempting to change negative or incorrect opinions and reinforce positive or correct ones. In other words, projecting a good feeling for an organization and turning the negative into the positive.

According to Cees B. & Charles J (2007), communication strategies are fundamentally about practical usage of media, message and budget. The purpose of communication strategies is to establish a common sense among the source or sender and the destination or receiver effectively and efficiently. Effective communication strategies help us consider the receiver's capacity to comprehend. The message must motivate the receiver's self-interest and cause him or her to respond. Communicators need to bear in mind that communication is no substitute for policy or action. A sender can encode a message and the receiver decode it only in terms of their own experience and knowledge. When there has been no common experience, then communications become virtually impossible. Commonness in communication is essential to link people and purpose together in any cooperative system.

“Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and

emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools”(Alison T 2004).

The definition of PR, from the Institute of Public Relations, is “the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics”. PR has many elements, publicity being one of the most important. This seeks to inform readers, listeners or viewers, and to be effective must have news value, something the media and PR professionals call a ‘news angle’. A story must hang on a peg to be carried by the media; if it is of little or no interest to the audience it will not interest the reporter or editor, even if he or she is someone you have deliberately courted over the years.

Good PR certainly needs thought, planning and organization. Indeed, while it should always be a welcoming host to bright ideas, it demands, if it is to be both effective and economical, as vigilant and exacting a program of planning, preparation, timing and execution as any other job. Business, however efficient, must continuously study its PR needs and opportunities since it must not only be efficient but must be seen to be efficient (Jimdun,2001).

Public relation is all about communications, an over-used word but one whose importance should not be overlooked. And there are three key elements to the communications process. These are What we want to say. The message is crucial. There is no point in using PR techniques for the sake of it. Our message may be to inform customers about a new product, or shareholders about planned activities, to tell employees about a factory closure or suppliers about a change in distribution patterns. Before putting pen to paper, or calling on the services of the public relation office, establish what message, what angle we want to try to put across. Bear in mind that it should be ‘newsy’ or controversial to stand a reasonable chance of making any impression or being taken up by the media (Jim dun,2001).

The audience is another crucial point. Clearly this must depend on the message we are trying to put across. We must not forget that there are many distinct and separate target

groups that you should seek to influence. There are obvious ones such as our customers, but even this target group needs to be broken down into smaller targets housewives on estates, to take one extreme, or customers for left-handed screwdrivers, to take another. Then there are the not-so-obvious groups such as civil servants, MPs or local authorities, all of whom can make a major impact on your business. Increasingly important is informing the financial community of what is happening. Good investor relations can help keep your share price up and be of crucial importance during takeover bids, either when you are on the defensive or the attack.

The other issue is ways we use to get the message across. This is where good PR comes into its own. Public relation officers are the ones who are professional and know which medium to aim for trade or national press, or radio and television. They can also suggest when it will be more effective to use sponsorship, exhibitions, direct mail, or a combination of several, to do the job. Effective PR will ensure that the public that is important to you is no longer ignorant of your good points, of your special strengths, your achievements and the difficulties that you are meeting and have overcome. The result of this increased knowledge will be greater understanding of your problems, greater appreciation of your achievements, greater interest in your business and quicker recognition of Our products.

2.2 Qualities of a good public relation officer

Appointing an in-house public relation officer is becoming commonplace among large companies and organizations aware of the need to communicate effectively and creatively with the public and their own workforce. The advantages of doing so are obvious, not least the fact that the PRO is on hand most of the time to respond immediately to management's requests or briefings, and by being involved day-to-day in the company's operations can be totally familiar with all the developments taking place and all the areas lending themselves to promotion. A skilled in-house PRO, therefore, can contribute a great deal to the way a company is perceived by the media and the public, especially if allowed to become actively involved at the policy-making stage when decisions are taken that affect the company's image and character.

Jim Dun (2001) states, that for an organization to succeed in the public relation activities, having the right person working on its behalf is obviously of prime importance. Qualities,

attributes and skills which, from experience, are important in a good public relation officer. An ex-journalist or media person who has had some working knowledge of the media, and who knows and recognizes its needs, as well as the tricks of the trade. Someone who has an uncomplicated approach, a person with a neat and tidy mind – a lot of PR is tying up loose ends, and administration, someone who gets on well with people, someone who doesn't mind being at the beck and call of the media for 24 hours a day , Someone for whom nothing is too much trouble Someone who can string several paragraphs together in their proper order to form an interesting story lack of this ability is the major complaint from the media, Someone who doesn't think he/she is God's gift to the media, Someone with patience and common sense.

“the best PROs are, as I indicated, broadcasters or journalists who have been able to make that very difficult switch over the fence. They know how the system works on the other side, and that is a great help” (Jim dun,2001).

2.3 General perspectives of strategy

Joep C (2002) states that before implementing a communication strategy, the PR has to make three basic analysis to define further communication strategies.

2.3.1 Organization-environment analysis - The organization exists in the context of a complex commercial, economic, political, technological, social and cultural world. This environment changes and is more complex for some organizations than for others: how this affects the organization could include an understanding of historical and environmental effects, as well as expected or potential changes in environmental variables. This is a major task because the range of variables is so great. Many of those variables will give rise to opportunities and others will exert threats on the organization.

2.3.2 Market and competitive analysis

One part of the overall environment of an organization includes the markets or market environment in which the organization operates. With market and competitive analyses, the aim is to identify what the competitive position of the organization and its products is within the markets in which it operates and whether the organization can target and serve those markets in a way that at least rivals, if not exceeds, its nearest competitors. Analytical tools include market analysis and competitive analysis. A first step towards

understanding the market environment is to analyse the structure and customer requirements within a market or market segment, or market analysis. An analysis of the structure of a market includes identifying the size of the market and trends within it, and whether the market can be further partitioned into different market segments. An analysis of the customers includes gathering data and drawing up a detailed profile of customers within the market or market segments in terms of their buying and consumer behaviour. Such customer analysis should also aim to draw out whether customers appreciate and value the products and services, as well as the entire corporate identity profile of the company behind it.

2.3.3 Stakeholder analysis It is in any case crucial to identify and understand the relationships with the organization's key stakeholders. This analysis should at least provide some answers to the following questions: how will the organization's actions impact on stakeholders? What influence can stakeholders exert on the organization that may affect the realization of its goals? What type of consequences may result from either's actions? What type of behaviours from stakeholders does the organization wish to encourage? What reputation does the organization have with its stakeholders? Two analytical tools can be used to provide answers to these questions of stakeholder mapping and reputation research.

2.4 How to deal with the media

Dealing with the media in all its forms is one of the most important and most difficult aspects of a PRO's role, and it is vital that it is handled professionally and competently. Many people, including top executives, are wary of journalists, sometimes with good reason. Perhaps they have had bad experiences with reporters in the past, resulting in unfavourable or damaging publicity, or perhaps they simply instinctively distrust them. Whatever the reasons, there is no doubt that a great many people are reluctant to meet journalists, are cagey about giving interviews, and are generally suspicious of the breed, if not actually fearful.

Media is group that a good PR officer can help, because he or she will be accustomed to press and radio or TV reporters. They will be or should be on first name terms with many of them, and will know what reporters are like, how they should be handled to achieve the best results. Whether they should be invited for an elaborate lunch, or simply a glass of

wine; whether a particular reporter accepts group media visits (many journalists don't, preferring to travel alone) and a hundred-and-one other things that can make the difference between a face to face communication (Jim Dun ,2001).

Face interview or media visit being a success and therefore resulting in favourable editorial coverage or otherwise. Although effective dealing with the media is a skilled task, there are several rules that should be applied by anyone asked to give an interview to a journalist or simply in their day-to-day dealings: • If a journalist telephones with an enquiry about your company/organization or its facilities, ensure that the call is returned as soon as possible. The media works to tight deadlines, and failure to respond quickly can result in missed opportunities for media exposure.

According to Jim dun (2001), when a journalist is offered facilities, make sure that all the relevant departments/ personnel are informed in advance of the visit as far down the line as possible. If we don't want them to know something, we don't need to tell them. Many PROs disagree with this advice, so how you tackle this thorny problem is, therefore, a personal decision. The media's job to get a story, and although we may give our confidential information to only one journalist on the understanding that what we say won't be printed or broadcast, we never know to whom that journalist may subsequently talk, or what information may be passed on to some less scrupulous fellow journalist.

“When inviting media representatives for meetings, the PRO should do the necessary ‘homework’ in advance so everyone is fully briefed on the nature of the publication or radio/television program, and is aware of what angles the journalist is likely to pursue. Make sure you have a comprehensive library of good, clear, black-and-white and color, photographs of your ‘product’ and of yourself and senior department heads. Although color photographs are more attractive and are being increasingly used in glossy magazines, the majority of newspapers and magazines still use black-and-white illustrations exclusively, for reasons of cost, time and technology” (Jim dun,2001).

Jim Dun (2001) advises public relation officers not to keep chasing up journalists who have interviewed them or department heads to find out when the article will be published.

It places them in an awkward position, and is usually a decision not in the writers' control but in that of their features' editors, news editors or editors. By 'checking up' afterwards the PR officer is likely to cause, at worst, intimidation, or, at best, embarrassment. PR officers must not indulge journalists with food or drink in the hope that that can 'buy' good editorial. "By all means be hospitable, but don't overdo it" We do not have to show journalists audio-visuals or videos unless they are professionally produced. Poorly made ones can destroy a carefully built reputation. Be very selective about the photos releases we issue to the media. The fact that a famous personality has visited your establishment or bought or sampled our product is no guarantee that the media is likely to be interested in publicizing the fact. We must not also issue photos of people lined up in front of the camera holding drinks. Instead, we should try to be creative about photo make-up.

"Don't just mail out press releases to all and sundry and hope for the best. Consider the content of the releases and be realistic about those publications that are likely to use them. This implies close familiarity with the media and the type of stories and photographs they carry." (Jim dun, 2001)

2.5 The story for the media

A news story must be of interest. If it isn't, it won't grab the attention of the reporter or news editor. Another important element is immediacy. An event that happened a week ago is not 'news' except possibly for weekly newspapers or periodicals. Virtually all the news items, as opposed to the feature articles, will have an immediacy value. events or developments which happened the previous day or, better still, in the early hours of the morning. As far as national newspapers and radio/television stations are concerned, old news simply isn't news at all, and won't be published or broadcast.

According to Andy Green (2006), the media puts the following as good attractions of their audiences or viewers. Major developments within a company or organization, Revolutionary new products, Spectacular sales figures, takeover bids or financial news and soon. As a public relation officer, we need to Research on our particular market or industry. We only have to look at the massive coverage that the building societies. It's also advisable to carefully release Controversial statements. Always remember that journalists have newspapers/magazines to fill, and they have to fill them with interesting and lively

‘copy’. The livelier we can make our comments or observations within the bounds of the politics of your industry, the better. Expansion schemes such as new headquarters or factories. And, of course, these days job creation are important area PR officers need to look at.

2.6 Press releases

Releases stand a very good chance of being carried in the trade and local media, including radio, if they are pertinent and well written. Journalists understandably prefer receiving letters addressed to them personally as opposed to the anonymous ‘The News Editor’, so we need target our release to a named media contact where possible. Reporters also prefer receiving news releases as opposed to backgrounders for the simple reason that they have insufficient time to write up your story from a string of facts. In effect, the person writing the press release is doing the writing for the reporter. Ideally the article should arrive on the reporter’s desk in a style and format the publication can send directly for typesetting. Few releases arrive that way, however, so what characterizes those that eventually find their way into print or onto the air. The chief reasons for releases not being used are lack of clarity, lack of detailed facts and received too late.

Thus, a release carrying all the necessary information is more likely to be used and, when used, more likely to be published in a more prominent position than one that doesn’t. Reporters are human despite what some critics would have us believe and it is understandable that, if faced with a mass of news releases, they are more likely to opt for those containing all the particulars. If they have to phone up to extract even the most basic details, they’re more likely to push the release to one side and forget about it.

‘Press releases are the most efficient way to communicate your news to the press, and a great way disseminate your message exactly the way you want. Make sure your news is worthy before launching into the release writing and distribution process. Fluffy news only wastes your time, as well as that of the reporters you’re sending it to, making your company look less credible in the eyes of the publication. Keep in mind that you should know your audience before you distribute your news to them. Not every publication and writer should get every one of your press releases. Determine who should be on your distribution list based

on the type of news you are announcing. Product review editors should get new product announcements. New hires or new office space announcements should go only to editors at your local paper'' (David P.2009).

So, every minute that a public relations person can save a reporter is appreciated and will create better media relations for an organization. That doesn't mean, of course, that most newspapers will use press releases verbatim. On the contrary, releases submitted by PROs are frequently followed up by reporters not only to check the facts but often to dig deeper for new angle to, or elaborate on, an existing angle that particularly interests them. This is especially true of the national media. Press release style checklist Newspaper and magazine writing is unlike anything you ever wrote at school or university, unless you studied journalism and to confuse things even further, every newspaper and magazine has its own style. Thus, writing articles requires training and craftsmanship.

According to (Doug N,2007) there are four types of press releases used by Public relation practitioners.

2.6.1 Typical News Release

News releases are one way of helping media get the facts right when they report about your business. News releases are not only a matter of information. Besides getting publicity for your company, a good news release program helps build good media relations.

2.6.2 Announcement Release These releases can announce the marketing of a new product, the opening of a new plant, the company's latest financial results or a new company policy. Such routine items don't require long releases. Just be sure the news is legitimate.

2.6.3 Spot News Release Announcement releases can usually be planned. But sometimes things happen without warning. Such occurrences are spot news, and when they happen, a news release is in order. You must fill in the facts as they become available, issue news bulletins and follow with a release incorporating as much information as you can provide. In these cases, the public relations person must function like a reporter working on deadline, gathering the information quickly and writing the news bulletins for

release without delay. If media people aren't provided with information immediately, they will write their stories from whatever scraps of information they can find. And frequently in such a case the reporting is inaccurate. A spot news release often has to be followed up the next day with a second release, explaining how the initial events were resolved.

2.6.4 Response Release Often news about a company reaches the media from sources other than the public relations department. When these things happen, reporters call for a response. Companies with good public relations organizations anticipate these calls and have response releases ready. Responses may be brief statements or full-fledged news releases with the company's position set down in detail. In emergency situations, news releases may not be enough. If this is the case, public relations people must use the telephone, email and fax to transmit the latest developments to the media.

2.7 Preparing feature articles

Features are a more personalized form of journalism, allowing reporters more creativity than the news side of the media will permit, and thus holding more opportunities for the public relation officer. Here are some basic principles about placing feature stories. Let the newspaper or broadcasting station write the story whenever possible. Even if we have a writer on our staff, the media prefer their own reporters' writing. When journalists put time into a story it is a personal time investment, as well as that of their newspaper's so that resultant articles are much more likely to be used a reporter will probably write a longer story, and is likely to think of angles and questions we might omit. More space, of course, usually means a bigger headline and more attention for your company or organization and its products/services. One possible drawback is that we may lose control of our story. A lengthy news release or feature article presents all the facts in the order you would like them to appear in print, and it may run in a form similar to that which you submitted; this is not so, however, of a reporter-written story. The reporter starts from scratch and all kinds of things may appear in his/her finished article, some of which may even be embarrassing to our organization or business. Despite the possible drawbacks, however, this approach is usually worth it. Getting a reporter to consider a story on our company is half the battle. The rest is up to the PR officer to see that all the information and comments presented are positive.

Gaining the interest of a particular journalist in writing a feature article about our company or an aspect of its operation is not always possible, so syndicated or one-off feature articles conceived by you 'in house' and submitted to publications or broadcasting stations considered receptive and appropriate can prove an excellent alternative. If the PR has an experienced journalist in house who can undertake this assignment, so much the better. If not, it is advisable to buy in the services of a journalist with some knowledge and experience of the subject matter involved, and here your trade media is a good source. In addition to the journalist meeting your chief executive or senior officers to prepare a feature for the newspaper, you may decide to write your own feature, or have your PRO prepare it, for syndication to selected local or regional media.

2.8 Public relations photography

'One photograph, it is said, can be worth a thousand words. While the claim may sound something of an exaggeration, there is no denying the tremendous PR value of photographs. Photographs stimulate interest. Editors position photographs in their publications to give visual impact.'
(Paul Baines, 2003)

According to Paul Baines (2003), the first step is to have access to a few reliable local photographers who can be on call at any time. As local newspaper photographers are often willing to undertake freelance work, contact the picture desk at our local paper. We need to be careful about using one-person outfits. If we have to meet a deadline, it is of little value employing a photographer who will be unable to process the pictures until the following day because of his/her work schedule. The Public relation officer of a large non-competitive company may let us have the name of his/her photographer. Approaching a newspaper editor or reporter with a story idea, bring up some photo suggestions too. Our visual idea may be rejected but we will get a feel for what type of pictures they prefer and it may even spark off another photo possibility which the newspaper will use. However, it is important to remember that while magazines and trade publications will use your PR photographs, most regional and national newspapers will want to take their own photographs and use their own photographers. All they will require from the PR department is convincing that a photo opportunity exists.

PR professionals, quite rightly, often spend hours of time working on photo opportunities. This is because readers almost always notice photos, and that means the caption and accompanying article stand a better chance of being read. Even if they merit only a cursory glance, we have gained more attention value than we would have done with a printed story alone. The photo idea must involve more than just an opportunity for you to plug your product. The skill is being able to incorporate the product either by the photo telling the whole story or the photo stimulating the recipient to read on (Paul Baines, 2003).

We always need to remember that, press photographers are under no obligation to turn up to your photo call the picture or news desk may put them on a potentially better story at the last moment. So, we must always have our own photographer present. Our own photographer should be one of the first people we consult regarding a photo-call. Ask them how they would present the event photographically, discuss options and props. After all, they will know your product and the image we wish to project. They can advise us on the technical side of the photographic session; also, our photographer can take the shots we want, the press may not. If for any reason there is a safety aspect to the venue hard-hat or no-smoking area, eye protection, then be sure to hold a briefing session, both with our own colleagues and invited journalists/photographers to this effect prior to the taking of any photographs. However, placing a photo in a newspaper or magazine is difficult for several reasons. First, most newspapers employing a photographic staff want to take their own pictures. The few non-staff photos used include agency wire shots. Enquire of those journalists turning up without their staff photographer if your own photographer can take an exclusive shot for their publication.

Then there is the lack of space. Photographic space is even more at a premium than space for words and there is considerable competition for it, so it is essential to use creative thinking if we hope to interest a newspaper in accepting and publishing one of your pictures, or sending their own staff photographer to take a picture. Here are some tips to help us gain the most out of photo opportunities. The idea has to be good. Some stories have natural visual aspects, and the job of a good PR person is to bring these to the attention of a reporter or editor. As in all aspects of PR, do not waste the media's time.

Planning is essential. we might have to create both a photo opportunity and convince people in our organization that photos are worth their time and trouble. we may find our

self-having to carry heavy props to a site convenient for a photographer. Sometimes, the photographer's schedule will not match our chairperson's schedule, so diplomacy and patience will be needed to achieve what you want. Dreaming up photo possibilities is more difficult than we imagine. We Don't be too blinkered. We need to be sure to involve the person in charge of the project and if necessary, brainstorm ideas. Everyone submits suggestions while we note them. What we want are the unusual, or the incongruous, visualideas.so it is advisable to Prepare props in advance It is also important to treat the photographer on an equal footing with a journalist. Introduce them to the chairperson, guest of honour, etc. Often the photographs of the PR event are for the record, and no more. A good photographer will have special exclusive requirements from your event; pay attention to them. A positive move is to meet with our local newspaper or trade photographer and have a general discussion on how to help get the best out of your PR event. Find out what sort of picture they will run with.

Even if we have all the press turning out, we must still have the first photo planned. If it is good, the photographers will expand on the idea, otherwise they will quickly shoot it before moving on to their own ideas. A useful rule is to ensure our cast are doing something. An action photograph is far better than a static photograph. We have to plan the photographic event carefully, considering interesting action shots we can suggest, and prepare our people to co-operate. The golden rule is to be punctual. photographers run on very tight schedules, and they usually allow no more than 15 minutes leeway for assignments. If our senior executives are late or we haven't got our act together, press photographers are unlikely to hang around until we are ready. They will move on to the next appointment. Stress this important point to the central figures of your show, the chairperson for example. They will often say their time is more important than the media's. If they take this attitude it is fairly certain we will miss out on some valuable media coverage. The time of day of our function is also an important factor particularly in winter when photographic daylight is at a premium. photographers often want to shoot outside. Allow time for processing prints if you wish to meet a deadline.

2.9 Press conferences

A press conference is an effective means of publicizing to the media an important development within our company or organization, but the pros and cons need to be considered carefully before you decide to go ahead with this particular PR approach.

Journalists generally prefer exclusive stories whenever possible, but if we have a major announcement to make, a press conference is an efficient way of doing so. Economics these days make press conferences an expensive business, especially if paying for rooms or hotels is involved, so only have a press conference if your news is vital or if we feel that, once a year, your senior executives should meet the media for a mutually beneficial exchange of ideas and thinking. If this is the case, then be honest with the media and say they are being invited for an update briefing (Ralph Tench, 2009).

Ralph Tench, (2009) stated that If we do decide to arrange a press conference, there are guidelines for us to follow. The first one is When to schedule. Check that the date does not coincide with another major press conference or local media event. Get in touch with the news editor of the local newspaper or radio or television station, or our contacts on the national or trade press; they should be able to advise on any conflict in times. The other one is Who to invite. Invite the news editors of all media in your area including any special interest magazines. They will allocate an available journalist. Also invite, personally, our own media contacts. Local dignitaries or officials and other community opinion leaders should also be invited if appropriate. But remember, it is media publicity you are seeking, so the media and its requirements should come first. The other danger in inviting local dignitaries or officials is that the media may uncover another and perhaps better story or angle which could overshadow what our people have to say. Issue printed invitations or personally addressed, and signed, letters of invitation in plenty of time. If the conference is designed to produce a news story, make the letter as enticing as possible without going overboard.

As Ralph Tench (2009) further explains, before the event, telephone those who have not replied and compile a list of acceptances. Watch the timing of this call. It will irritate the media if we ring about the reply just when they are going to press. Research the best time to ring the media. Prepare a typed outline of the form the conference is to take, and present it to the media on arrival. We must not make the kit too bulky. It is not necessary to include every item of publicity material from our organization, only that which is relevant. Ask attendees to sign or rather print their name in a visitor's book so that we have a record of who attended, and, equally important, who did not, so we can arrange for the information to be sent or delivered to the absentees by messenger as soon as possible but check whether they require it. We may be wasting our time and money.

“Prepare a press release which details the subject of the press conference, and include this in a press kit which should be distributed on arrival. Arrange speakers at a table on a dais with large cards in front of them clearly indicating their name and title. Ensure that the media briefing is short and to the point. If radio and television coverage is required, discuss the facilities needed in advance of the day. Make sure a visual identity of the organization’s name is placed in such a way that the cameras cannot help but pick it up and give you valuable free publicity” (Ralph Tench, 2009).

We may wish to give our story in advance to a contact who cannot attend our conference. An embargo means that the media should not print or broadcast our story until after the time we have stipulated. Sadly, because of circulation wars and the breakdown of the unwritten rule principle, many newspapers are now breaking embargo deadlines. Thus, we really can’t trust the media, at least in this area.

2.10 Media events

This is an informal gathering of the media to cover an event staged by our company or organization, such as a celebration or anniversary, where, for example, local newspaper photographers are invited to capture the event. invitations must be sent to news editors of local papers, radio and television stations, and it is also advisable to send an invitation to the picture editors of the local newspapers since it is, they who control. the staff photographers and decide which photographs will be used in the newspapers. A news release should be given to all media, including the photographers, on their arrival. This should give details of the event, the organizers, and any other relevant information.

2.10.1 Face-to-face interviews

According to Alan R & Ashli Q (2009), face-to-face interviews are among the best means available of obtaining good media coverage, and are generally much more effective than large scale press gatherings. This is because, as indicated earlier, journalists, especially news editors, prefer exclusive stories and angles wherever possible, and are much more likely to spike or play down stories which they know other newspapers have also been given unless, of course, the story is so sensational and important that they would be failing in their duty to their readers by not reporting it in full.

Many journalists will not ask their most important questions at a conference in front of their competitors for fear, quite rightly, of giving away their own particular 'angle' and will often seek out a face to-face interview immediately after the formal press conference. Since most companies' stories are not earth-shattering, face-to-face interviews will generally produce better results, and if the right reporter from the 'right' newspaper or magazine.

Once the particular newspaper or journalist has been identified for the face-to-face briefing, the following guidelines should be applied. The PR officer should be familiar with the publication the journalist works for and its type of readership/audience. If a radio or TV station wishes to conduct a live interview it is quite acceptable to ask the journalist involved the nature of the interview and what questions are likely to be asked. In this way the PR officer can research the answers to be given by the interviewee. The PR officer must make sure a positive message is included within the written news release, which should be given to the journalist before the interview is undertaken, Using notes on the subject under discussion. We don't have to not rely on memory. Give the journalist a full press kit before the interview so that all the facts are to hand (Alan R & Ashli Q, 2009).

2.10.2 Press lunches

Hosting a media lunch can be an excellent way, apart from a press conference, of announcing news and giving updated information on your product, and especially effective if it is an informal occasion that gives both press and the company or organization the chance to discuss points of mutual interest face to-face. However, it is important to remember that the last thing most journalists need is yet another free lunch. Most are inundated with lunch invitations every day. so, the letter of invitation must include details of the reason for holding the event, such as the story to be discussed, and indicate that the event will give the media the opportunity to question the client directly. The letter of invitation, in fact, is of paramount importance, since it can stimulate a news editor's or journalist's interest, or do the opposite. Great care and thought should be given to its composition, therefore, in order to create an aura of interest and importance to the planned event and thus provoke a firm acceptance (Alan R & Ashli Q, 2009).

In order to maintain a well-balanced client or media guest list, it is advisable not to exceed, say, ten press and three client representatives who are of management status.

Media lunches are best arranged in a private room of a restaurant or hotel. All media representatives should be given a press kit on arrival, giving details of what is to be announced. Lunch is normally preceded by cocktails or open bar, and is an ideal time for both client and media to meet. Speeches are best delivered before lunch, allowing the actual time during lunch for continuing discussions, and for the media to leave early if they wish.

2.10.3 Media visits

According to Alan R & Ashli Q (2009), hosting a media group requires a great deal of personal time, involvement and patience on the part of the PR officer. But the benefits of this kind of PR activity are numerous, the most obvious being that you have a group of journalists as a captive audience, comparatively ready and willing to be given stories and news for as long as they are your guests. It is, therefore, vital that their visit is planned and co-ordinated with meticulous detail. Whether the journalists are being invited to view your hotel, experience your country, see the manufacture of a new electronic product, or attend the opening of a new factory for two days or five, the organization of their visit should be based on the same concept, and the same basic rules applied.

First, we need to decide why it would be beneficial for us to invite a number of the media at one time. What story do we have to tell that is best experienced at first hand by the writer, rather than told in the form of a press release or feature article?

We should also decide which category of media we wish to reach and research the names of the relevant correspondents who might be interested in writing about our product. If they are regular media contacts of ours, then our job is easier. If not, we should write to the editor of the publication suggesting that they may wish to nominate a representative to participate in the visit. It is important that any media group is kept small. The ideal number is six, with ten as the maximum. In order that each can receive personal attention from us. In the official letter of invitation outline the purpose of the visit and the itinerary, and indicate dates and the duration of their stay. If at this stage we can confirm their travel arrangements, give details. otherwise it is acceptable to supply these later. The PR officer should be prepared to be present with the group at all times, unless specified in the itinerary. It is also important to ensure that the schedule includes details of when the

journalists will be expected to pay their own expenses. This usually occurs during free time when appointments are not scheduled.

Include in the itinerary details of all official appointments, breakfasts, lunches and dinners that will be hosted by your organization or other officials. Give details of times when you require the presence of the journalists and indicate where and when particular codes of dress are required. As an additional aid, it is always helpful to advise on the local temperatures, especially if journalists are visiting from overseas, so that they can adjust their wardrobe requirements.

The PR officer need to be active on television and Radio. In these days of media hype, trial by television and the radio phone-in, confidence and ability in front of the media's cameras and microphones have become extremely valuable assets for the aspiring manager, and for the person already at the top. Since natural ability in this medium is rare, the techniques must be learned, and the good PR practitioner should be adept at passing on tips to both the upwardly mobile and established manager alike. "What should be remembered from the outset is that the electronic media are there for you to use, to talk about your factory, your profession, your business or whatever. It is free publicity, and when you consider the sky- high costs of television commercials, especially at peak viewing times, an interview, which costs you nothing but your time, must be infinitely better value." (Alan R & Ashli Q, 2009).

However, broadcasting is not plain sailing. We must realize, for instance, that the interviewer's aim for an interview and Ours is not necessarily indeed are seldom the same. The former's objective is to create interesting television, while ours is to get our message across, which means that to achieve our aim we must make our message good to television or radio. We are both using the same article, and the shortage of time is your biggest problem. We will never have enough time when we are being interviewed. On television, the average interview lasts between 2-4 minutes, and for a minute of that the interviewer is talking, so we will have about 90 seconds to tell your story or get your message across. Even if we are interviewed for half an hour the chances are that only a couple of minutes of it will be broadcast; the rest will be edited out.

2.10.4 Media interview techniques

The first thing is to make the most of the limited time at our disposal, because the basic premise for giving an interview on television or radio is that it is about saying what we've gone there to say. It is not a courtroom cross examination and therefore we are under no obligation to go along with the interviewer's line of questioning. It goes without saying that we must find out, either directly or through our PR consultant, what we are letting ourselves in for. Often it is our only chance to avoid becoming involved in something very unhelpful, such as a program which turns out to be anti the business you represent. Unless we ask in advance, we could find that we and our company are used as the prime examples, simply because we agreed to take part. We need to ask a lot of questions before we accept an invitation to broadcast (Paul Baines, 2003).

We also need to remember that 90 per cent of the work of an interview takes place before we leave our office, which means taking time to prepare our message, with PR assistance, and reduce it to something we can say in 90 seconds. As well as deciding on what we are going to say. We also have to decide what we are not going to say, because there are bound to be subjects, we do not want to discuss on air. Furthermore, if there is a skeleton lurking in our cupboard you have to assume the interviewer knows about it. We must, therefore, be quite clear in our mind what you are going to do if it is brought up which in most cases means changing the subject. It is not only the aggressive interviewer who can give us a problem.

Uninformed interviewers, of which alas there are many, are just as dangerous, because silly questions can provoke silly answers if we are not careful. To broadcast successfully, we must apply four basic rules. keep it simple, make it personal, quote examples and describe things visually.

2.10.5 Effective interviews

Here, then, is a list of hints and tips that can help us get the most out of a radio or television interview. We must not be scared and should attend it well prepared. When we are invited to appear, ask and note down. Who's calling, the company, phone number, subject, program, interviewer the time and place. Further, we need to ask why the journalist selected us of all PR officers. And we shall make sure other participants of the

interview. If there will be visuals, we need to be more well-dressed. But most of all, before accepting the request, we need to give time and think about it. we need to be well Prepared. We should also reduce to simple statements. We must not write down our answers word-for-word and read them. We are holding a conversation with an interviewer, not reading a statement. While responding to difficult questions our change of direction phrases to control the course of the interview. ‘We must not think about who may be listening. We need to Pretend that we and the interviewer are alone and that what we have to tell them is the most important thing they will have ever heard. After all, we are being interviewed because we have information which they want to hear’ (Andy G, 2006).

When we are speaking, we must not talk too quickly. We need to take our time and speak distinctly. We must not also mumble or slur our words. Avoiding too much technical terms, professional jargon and organization slang is another important technique. Figures and statistics should be kept to a minimum but if we must use figures, always round them off. Too short an answer may give the impression that we are trying to be too smart. Too long answer is hard to follow and often becomes boring. Just try to say what we have to say in as clear and concise a manner as possible. We need to do our best to avoid verbal mannerisms such as ‘you know’, ‘at this point in time’, ‘well, I believe’, and ‘and so on’. At the interview we will always be short of time, so ensure you. So, we better make our point at the beginning.

As Andy G (2006), we need to stick to our own subject. We must not waste time on digressions. Jump on untruths. Interrupt if necessary. Mention the company or product (if appropriate) at the beginning, middle and end so that if the interview is cut our product still stands a chance of being referred to. Never say ‘No comment. I am unable to confirm or deny.

This often makes it appear that we are confirming whatever it is that the interviewer is asking us. Instead it is better to try variations of ‘A full investigation is taking place... ‘or ‘I don’t yet know. However, after we have effectively said ‘No comment’ we can then say what we want to say. Be careful about appearing to avoid a question. If we are really on the spot it is probably best to be honest and say I don’t know.

If we are answering a question live, that is directly on air, we must not be afraid to pause and think before we speak.

“Do not panic if you become tongue-tied or if the interviewer is giving you a difficult time; just take a deep breath and try to remain cool. If it is possible, have a brief chat with the interviewer before you actually start recording so that you have some idea of what questions are likely to be asked”. (Andy G. 2006).

We should control our temper. Always remain polite and calm. But we must not allow ourselves to be intimidated by an overbearing interviewer or fellow interviewee. If we are being interviewed face-to-face in our own office, we must make sure that we are comfortable.

“Sit where you want to sit unless it is necessary to move for technical reasons. Don’t grab hold of the microphone when you are talking. The interviewer or sound recordist will make sure it is in the best position for your voice” (Andy G. 2006).

If the interview is pre-recorded, ask to have it played back. If we are not satisfied we can ask to do all, or part of it, again. If we don’t think we can improve on the first effort, then just leave it. This, of course, is in an ideal world. My advice is that once we have recorded the interview, it is highly unlikely that an interviewer would agree to do it all over again unless all parties agreed that it was best to do so. To put across our message effectively, we must keep it simple and jargon free. Make it personal, by using personal pronouns. Make it interesting by giving examples. Make it memorable by describing things visually and using analogies

“There is nothing to be nervous about, unless we have something to hide. In that case it would perhaps be better not to give an interview. Many people are more nervous about giving a radio interview than talking to a reporter with a notebook; in fact, you are in more danger of being misquoted by someone who must read back his notes than by a microphone which you have spoken into” (Andy G. 2006).

According to Robert. L (2006), public relations professionals make use of media interviews to get the organization's message across and enhance its image. Such interviews can result because a spokesperson is invited to appear on a talk program or asked to respond to key questions in an interview format. A second way they occur is for practitioners to pitch the interview to producers who are looking for interesting personalities to put on talk programs.

Television, national and local cable networks, radio, print and the Internet provide opportunities for interviews. Public relations practitioners arrange for members of their organization to be interviewed by the media by maintaining an active media relations program. Media relations can be defined as "working with mass media in seeking publicity or responding to their interests in the organization. practitioner must have an updated media list and keep in touch to know the shows/columns, the type of audience targeted, the time constraints, format used for interviewing, and so forth.

With a well-cultivated relationship, it is easier for public relations professionals to successfully pitch, present and sell interview ideas for their clients. Public relations practitioners need to focus their pitch to media by highlighting benefits to the audience rather than assuming a self-serving role on behalf of the organization. The public relations practitioner's job does not end with getting the placement. He/she then approaches the required media professionals to give them basic information so that the interview appears spontaneous conversational and natural.

On the day of the interview, public relations practitioners may be present to smooth over any glitch during the interview. Some practitioners also prefer to audiotape the interview to clear up subsequent misunderstandings. The interviewer should be informed that the client is also taping the interview. Finally, practitioners need to ensure that the interview was aired/printed appropriately and should use evaluation research to gauge its effect on the public.

2.11 The Secrets to Successful Public Relations

According to Christopher A (2009), public relations professionals are responsible for using communications to encourage a company to perform in a manner consistent with its

mission and values. Public relations is, therefore, not only a matter of communication, but also a matter of behaviour. Companies wishing to develop strong Communications Capital need to develop communications processes. Right leadership and Support from a company's top leadership is essential. The CEO must be involved. The capacity, infrastructure, and staff have to deliver the correct amount of intangible information in a timely manner. An emphasis has to be given to the company's vision and strategy. The ability to develop a dialogue with key stakeholder groups and build relationships over time needs to be developed. This is, Right information Disclosure of relevant intangible asset information with stakeholders in a Straightforward manner which at end can be a means for Right feedback. Shifting dialogue From one-way to two ways is very important. Always respecting different opinions and measuring progress on key communications goals is expected from the top management (Christopher A, 2009).

“In media relations, we work hard at being innovative, creating programs that are designed specifically for each client. We emphasize good writing and targeting the right media for the story or the product; and we pride ourselves on creating high-quality materials, from press kit covers to photographs and video” (David P.2009).

As Christopher A (2009) states, proactive communication is a strategic business resource that helps shape the way people view a company by giving them the information they need to make an informed decision. Communications by themselves are empty. However, when they mirror behaviour, they become effective talk is cheap, but action counts at the end of the day. When the public looks at a company, it listens to the company's words and actions. To deliver valuable results for the client, it is necessary to combine direct and indirect communications. To be effective in communications, there is no single way to send messages. Receivers differ in how they best assimilate information. Public relations professionals need to recommend the best channels for different audiences.

Public relations professionals have the responsibility to communicate in a well-considered, exciting, and interesting way, so messages distinguish themselves from the proliferation of communications. Strong public relations is thoughtful. It understands that individuals make decisions, which requires that the information be interesting, intelligent, and respectful. Powerful, high-quality communications are built upon substantive

information – knowledge, research, and creativity. Good public relations is not focused exclusively on good stories, and it never hides from the tough issues that need to be addressed. Rather, it deals with all facets of a company, including both difficult and easy issues

2.12 Golden rules of Public relations

Listen carefully to clients, colleagues, media representatives, and other interested parties to understand all relevant viewpoints and perspectives. This approach enables public relations professionals to make judgments that address all appropriate issues, concerns and objectives. Never lose sight of the relationship between words and deeds. Words alone are meaningless. They must rest upon a foundation of action. Public relations work only when words mirror behaviour. Approach every assignment with respect for the people who will make the ultimate judgment as to the worthiness of a product or service and the value of a company (Christopher A, 2009).

“Companies make a serious mistake when they communicate regularly when times are good and abruptly stop when conditions take a turn for the worse. Make research a high priority and allocate the necessary resources to ensure the company achieves the most ground-breaking results. Research is one of your most direct paths to understanding clients and persuading a market. View public relations proactively as a strategic resource that shapes opinions and builds a framework of informed opinions, so the public can make an informed decision based upon this framework.” (Christopher A, 2009).

2.12.1 The power of online influencers

According to David P (2009), public relations professionals need to understand how to influence the pure, unfiltered opinions that are shared over the Internet to reach their own goals, as well as the goals of their clients. To accomplish this, public relations professionals need to first identify the influential people who shape public opinion online and offline and who share the uncanny ability to seamlessly spread information by word-of-mouth. The challenge today, and in the future, will be for companies to understand influential and harness their potential impact to achieve measurable business results.

In this complex world, one must understand not only the direction of the traditional media, but also the shaping of public opinion. This must be done within the framework of knowing that information travels at the speed of light. Therefore, a global corporation looking to help shape the opinion of a company or to deal with a crisis has to understand that things happen instantaneously. Every piece of information has global consequences within seconds. Not only, then, does a public relations company have to deal with the traditional media, newspapers, television, radio, but also with the Internet and its implications. That help define where and how the Big Idea has to work. In other words, he or she has to know what the limits or boundaries are.

“Use free tools such as Twitter Search, for individuals on Twitter who are potentially relevant to you. You can also utilise directories which have been created for easy access to the right individuals. Some of these directories are paid-for services. The simplest solution to this issue is to make sure you follow all the influencers you have identified on Twitter, and this is clearly an appropriate action anyway in order to allow you to engage with them. However, there are still two challenges to overcome to achieve a curated listening solution. Having a core understanding of how the media works, audiences’ network and influencers behave is central to online media relations (Stephen W. 2012).

2.13 Media Relation

Media relations is proactive, consistent contact with editors in your market space. This is sometimes considered the most difficult public relations vehicle to integrate into a small business’ communications plan, as it requires steadfast contact with the media. Media relations is a process that works only when it’s constant and carefully crafted. This makes it challenging if a small business tries to keep their marketing efforts in-house because media relations demands the attention of one or two dedicated marketing professionals who have the time and energy to constantly funnel news to the press and keep them up-to-date on the company’s latest announcements (Alison T, 2004).

“Prepare media packets (collections of leader profiles; information about the organization, group, service, or product; statistics; reports; news clippings; and similar materials. Another modern activity—

preparing managers to interact with journalists in interviews or news conferences—is a tad controversial, but it helps spokespersons to communicate more effectively. And it helps journalists because sources are prepared; they frequently bring along media packets to help journalists do their jobs’’(Robert L, 2004).

2.13.1 Case histories

Effective case histories are stories written in a “problem, solution, results” format, showing our target audience how customers benefited from using our product or service. By showing how our company solved a real-life customer problem, we not only add credibility to your message, but we also help editors flesh out stories by providing them additional sources. Make sure we get approval before we use one of your customers as a reference. Also, try to get them on board with the message points you most want to stress. It’s great publicity for their company too, so it’s a two-way street. You can get a lot of mileage from case histories: Your sales people can take them on calls or pitches, and you can include them in your advertising campaign (Alison T, 2004).

2.13.2 Authored articles

These articles help position us and our company as authorities in our market space. They don’t necessarily have to be written by the individuals at our organization. Good PR agencies work with freelancers who ghost-write articles on behalf of their clients. So, if an opportunity arises where an editor is looking for an authored article, our expert doesn’t have to take the time to write it on his or her own. And once the article is written, we can use it as a sales tool by sending reprints to our current and potential customers. Frequently, the articles can be leveraged as speaking topics, as well.

“Weekly meetings are also vital to our program. Rally the troops over bagels and coffee, and invite them to share ideas, challenges, and successes from the previous week. These meetings also give you a chance to communicate goings-on in other departments, especially those that have an impact on marketing activities (new product developments, new hires, changes in service offerings)” (Alison T, 2004)

According to Doug N (2007), like those for print media, news releases for broadcast media are either advance stories about something soon to occur or stories explaining what has occurred or what is going on. Although no news media personnel will get excited about doing your promotion for us, many will use well-prepared advance stories if the event has enough news value. News releases on upcoming events should be extremely brief for the broadcast media no more than two or three short paragraphs. However, we should send along our longer print-media version, a fact sheet and (when appropriate) a brochure or printed program.

If the event is likely to have regional interest, send a courtesy copy of the news release to the broadcast wire services, just to alert them to an event their reporters might be interested in. Be sure to identify the courtesy copy as such when you deliver or send the release. If you are sending your materials electronically, remember to send a message with the releases, fact sheets and graphics each as separate attachments because the receiver may encounter problems opening the files or downloading the graphics. Electronic transmission of messages, images and sound is changing the delivery of information to broadcast media. Direct feeds from satellites are common. Stations can take broadcast-quality interviews over the phone.

However, the broadcast medium, be it a network or a station, has to want to receive your information.

The way we accomplish that is by building a history of credibility and reliability for providing timely and accurate material of broadcast quality. For stations in our immediate area, it's a good idea to build your reputation through direct in-person contact. We want to develop working professional relationships with broadcast people so they know who we are when we call. That's very important now that broadcast stations, especially in metropolitan areas, are security conscious and not open to "drop-in" visits from strangers. Otherwise we literally can't get past the front door. If we meet resistance, we can still leave materials with a receptionist. It's just that when we do, the opportunity to answer questions about the materials is not available unless someone calls us back (Doug N,2007).

Nevertheless, it's still a good idea locally to hand-deliver advance stories to the broadcast news media whenever possible. If this is not possible, telephone our contact at the news medium to alert them that a release has been sent to them and how—via email, fax or courier. Most advance stories are given short shrift. Therefore, if we have any visuals from a previous event that will add interest, offer to make them available. Media advisories help build relationships and pique media interest. Timeliness is a problem for stories about events that have already happened. Nevertheless, the broadcast media will cover most events of any significance—even past events. If we are mechanical requirements. Then call the news directors to let them know that the material is coming, and have the package hand-delivered.

If the event was a speech, attach a complete copy to the brief release. We can file a courtesy copy with the wire service if the speech has regional interest—though, again, the wire services often provide their own coverage. For television, you can offer graphs and charts to help explain the event; for radio, offer broadcasters a telephone interview to flesh out their story and give it a sense of immediacy. In the latter instance, we must be sure you have all the facts and figures within easy reach for the phone interview.

2.13.3 Provide sound information

The overarching principle in effective media relations is that practitioners provide accurate, relevant, fair, timely, complete information. This means in part that practitioners cannot put their organizations' interests above the public's interest when those interests' conflict and then lie about what they've done. The best practitioners try to ensure that their organizations' interests are consistent with the public's interest because they think that's the right thing to do, and failure to do so nearly always leads to unfortunate consequences. Practitioners who are compelled to put organizational interests above the public interest can experience extreme dissonance when those interests conflict, and they are unlikely to have good relations with the news media. Ironically, a practitioner who seems to put the public interest first can run into difficulty within his or her organization, for some organization men and women might charge that the practitioner is more concerned about journalism's needs than about the organization's needs. The ethical practitioner tries to educate the doubters about the realities of the media world.

Many practitioners are not numerate, but they have to get over this problem, for they likely will deal with numbers constantly and they will pass those numbers on to journalists. A good practitioner will check all numbers and will try to package those numbers in attractive graphs and charts that editors can use without change. This will ensure the numbers are accurate and that they can be interpreted easily by an organization's publics.

2.14 Communication during crisis

Even the best relationships with journalists are tested during times of crisis, when confusion and chaos are most pronounced. The difficulty is that journalists want information now, and practitioners often just don't have it. They certainly don't have time to get the usual approvals from all departments to release information. Here are a few things organizations should not do during a crisis: release unverified information, for the information might be inaccurate; intentionally mislead or withhold information; fail to express concern; and fail to prepare for the worst that could happen.

Doug N (2007) states that Organizations can respond best to crises if they have anticipated the crisis and developed a plan. If an organization manufactures fireworks, for example, the practitioner needs to develop a plan for keeping the media informed in the event of an explosion. The plan might outline contingencies if nobody is injured, if some are injured, and if some are killed. Each person's job, from the CEO to the janitor, is specified under various conditions so that everyone knows what to do in the event of catastrophe. A list of the information that must be disseminated is critical.

Rumors tend to complicate crisis communication, for they spread quickly among people who are under stress. Someone must be assigned to track rumors, to find out what people are saying about a catastrophe, and to seek the truth. When the truth is established, a spokesperson must pass the information along to the news media so the rumors can be squelched or confirmed quickly.

According to John & Helio, (2006), media relations consists of all the ways an organization interacts with the news media. These include the ability to build long-term relationships with reporters whose area of responsibility, often called a "beat," includes covering the organization every day. Media relations also includes managing ad hoc contact with reporters who may be calling the company for the first and only time in their careers. Media relations also includes the processes of seeking media coverage and of

responding to reporters' requests for interviews or information. And it includes developing procedures to measure, monitor and manage the contact between an organization's employees and reporters.

Enlightened organizations establish clear guidelines on who can speak to reporters on what topics, maintain press logs for tracking who has spoken to whom, on what topics, what was said, what follow-up is required, and when a story is likely to appear.

“One key to effectiveness in media relations is to manage the expectations that company executives have, both inflated expectations about positive news or the ability to avoid bad news, and negative expectations about a crisis. And it is usually best to put it in writing.”

(John & Helio, 2006).

2.14.1 Fear of the Press

Jhon & Helio (2006) states, we believe that many media relations people are not very good at their jobs, and that this is so because many of them are afraid of journalists. “Now, please don't quote me on that,” is the constant refrain. It's much like a salesperson ending a call with: “Now please don't buy any.” Especially in large organizations, there is a danger that media relations people become mere order-takers, responding to press inquiries and helping provide journalists with information, but not necessarily working to change a journalist's perceptions of the organization. And especially in a large organization that receives many press calls daily, there is a tendency for media relations people to see their job as fielding inquiries—catching, rather than initiating coverage, pitching. Sometimes this is for good reason.

Because the volume of incoming calls is so high. But sometimes it is inertia or even fear that suppresses a media relations person's appetite for initiating discussions with reporters. One reason fear develops in media relations people is the constant scrutiny and criticism within an organization of what is stated and not stated in press reports. Senior officials in organizations often react out of all proportion to the slightest problem in a news report. A mistake by the spokesperson is out there for the world to read, see or hear—colleagues, bosses, CEOs, family, friends, and neighbours. The spokesperson begins to doubt his or her ability to synthesize and express a view on behalf of the organization (John & Helio, 2006).

“Often media relations people are afraid of the media because they are intimidated by the prestige of the institution. When the stakes are so high, it is easy for media relations people, especially those who are not particularly confident in their own abilities or their stature in their organization, to worry that their own words may come back to haunt them” (John & Helio, 2006).

2.14.2 Success in media relations

Success as a communicator will be in direct proportion to one’s skills as a communicator, one’s conviction, the quality of the product, position, or story one is selling to the press, and one’s preparedness. True communication skill requires more than just speaking, reading, and writing. It involves using those behaviours to influence the attitudes and behaviours of others. And like any other set of skills, it can become stale and fall into disuse. Effective communicators regularly upgrade their communication skills.

“Be willing to stand up in your organization and object to a story line that obscures, blurs, or distorts the truth. Let your uncompromising position be known within the organization—you will not have to blurt it out, because the opportunity to let people know how you feel will come. Be knowledgeable about your organization, and its products, services, and people. Otherwise, you are just an obstacle to the press. Unfortunately, too many media relations people think their job is simply to arrange interviews. There is a time to call upon the experts in your organization to grant interviews, but the communications people should be able to field a significant percentage of incoming calls and be well enough informed to approach a journalist with the basics of a story” (John & Helio, 2006).

Understand the missions of the various print, broadcast, and electronic media. Understanding what is important for reporters, the experience of being a reporter, and the pressures reporters face in doing their jobs every day is a critical part of being an effective media relations professional. We need to do everything we can to build our organization’s reputation.

The media relations person represents the organization as much as anyone and is in a position of great leverage in this regard. We must not do anything that puts our

organization's reputation at risk. We should Make conversations interesting. Given a choice between "interesting" and "informative," the journalist will choose "interesting" almost every time. A media relations person should always be working toward measurable results that support organizational objectives.

2.15 Social media

According to Brian Solis Deirdre (2009), social Media is the democratization of content and the shift in the role people play in the process of reading and disseminating information and thus creating and sharing content. Social Media represents a shift from a broadcast mechanism to a many-to-many model, rooted in a conversational format between authors and peers within their social channels. Social Media is, quite simply, anything that uses the Internet to facilitate conversations. People now have the opportunity to broadcast their thoughts, opinions, and expertise on a global scale. In many cases, these voices are as influential as many of the most widely renowned journalists and industry experts. Social Media is empowering people to become the new influencers, and it is forcing PR and marketing professionals to recognize and include these powerful tools in their advertising and marketing communications strategies.

However, marketers are still unsure exactly how to adapt to the new world of Social Media. Relatively few experts exist, even though there are many actively trying to play the role. Social Media is powerful. It is not only changing "the game," it is also inspiring everyone across every marketing discipline to evolve or quickly become victims of media "survival of the fittest." Some professionals will make it. some won't. Others will waste time questioning the viability of Social Media and the need to reform, while simultaneously the world advances around them.

Unfortunately, the outcome will be the gradual obsolescence of many marketing departments and advertising and PR teams (Brian Solis Deirdre, 2009).

Social Media and web are altering the entire media landscape, placing the power of influence in the hands of regular people with expertise, opinions, and the drive and passion to share those opinions. This people-powered content evolution augments instead of replaces traditional media and expert influence. And in the process, entirely new layers of top-down and bottom-up influence have been created. Blogs, social networks, online forums, and other forms of Social Media have changed the dynamics of influence. New

information is now readily shared among peers. Monologue has changed to dialogue, bringing a new era of Public Relations. It's no longer about traditional media and analysts. PR must now also focus on the very people it wants to reach.

As Stephen W (2012.), for today's PR practitioner, adapting public relations to this changing environment can seem daunting. Social networks present a complex, but rich, landscape of opportunities and risks. The focus must always be on the communities, whether they are connected through interest groups, trusted friendships or driven by passions. Tapping into the conversations that are relevant to your stakeholders allows businesses to build relationships, influence communications and ultimately inspire advocacy and trust.

2.15.1 Social media strategy

According to Stephen W (2012), the first thing to do is selecting the social media squad. To this date it has tended to be the PR, marketing and customer services functions that have been at the forefront of using social media. there are plenty of commonplace situations which show how different areas of a business might well have to be involved where Customers complaining, Negative/slandorous contents get published, Constructive suggestions forwarded and so on. Then we need to set a goal. before we rush to establish a social media presence without a clear purpose, we must first consider what the point of your social media activity is. align our social media goals with the core drivers of your organization's success. In this way, our social media achievements are most likely to be judged and hopefully as successful at the most senior levels.

Once the goal is set, we need to Start listening. A social media listening exercise will focus on our entire online environment. not just what is being said about us, but our wider product or service keywords, our senior people, colleagues or employees, your competitors, your industry sector and your wider stakeholder environment. It should or at least could uncover all sorts of interesting results, allowing us to discover what others are talking about before we join the conversation. Becoming more human might be about reducing the distance between us and your audience. perhaps showing ourselves to be open, reliable, responsive, friendly or engaging.

While playing active role in the social media platforms, we need to Integrate our out posts. To integrate social media with other channel activity, such as email, and even offline

events where we can still capture new fans and followers. Further technical integration should also be sought, in particular with our Web Analytics. Finally, whatever your strategy, we need measure our activities to know if we are getting results.

2.15.2 Social media guidelines

Social media guidelines can generally be described as a set of principles created by an organization to help employees understand the boundaries and desired dos and don'ts when engaging with social media. The guidelines typically cover how to engage with social media on behalf of an organization. They may also provide guidance on the appropriate amount of time to spend on social media sites during work hours, and finally, why it is essential to differentiate a personal social media account from a professional one. (Stephen W, 2012.)

2.15.3 The need for social media guidelines

“Captions used on social medias must be complete to fully transfer the message we want to get across clearly. Places and time must be clearly presented including who or what is presented. The names must be spelt correctly, with the proper name on the right person. It should also be readable and redundant or too much adjectives are avoided.” (Doug N, 2007)

Despite an increase in the use and understanding of social media, many employees are still in need of guidance when it comes to social media engagement. Creating guidelines can help organizations to protect their brand online as well as empowering employees to hold conversations and spread the word about an organization. having clear guidelines can also help employees understand ways they can use social media to help achieve business goals.

“Avoid automated response tools. Find new friends and followers by content follow topics you are Interested in. Don't ask for re-Tweets or follows, it looks desperate. Have a strategy for handling mistakes. Correct mistakes quickly and openly. Risk analyse campaigns before they go live. Don't delete content; Respond to critics accordingly” (Stephen W, 2012.)

2.15.4 Facebook

The Facebook platform is designed to enable brands to Build communities. Brands normally use the various Facebook ‘Like’ adverts to acquire Fans based on their interests and demographics. It also helps us Engage with Fans. By using a Brand Page or Profile, brands can publish interesting and relevant content to their community and engage them in two-way dialogue. Brands can amplify the social engagement of the community members, i.e. conversations with their Fans, to friends of those Fans. The logic here is that sharing how a person has interacted with a brand with that person’s friends is much more powerful than standard advertising. (Stephen W, 2012.)

“Facebook Socially enable your business. Using Facebook Connect, organisations can enable to share actions they take on the organisation’s website directly with their Facebook news feed. You can easily Sell your products and services. Brands are monetising their communities by turning their Facebook Pages into shops.” (Stephen W, 2012.)

Like all social media, the evaluation of Facebook campaigns is a heavily discussed topic. At the time of going to press, there was no dominant industry standard for Facebook evaluation. the lead from traditional PR evaluation methods, Facebook campaigns can be evaluated by looking at Conversation triggers: the number of status updates, comments, photos and so on, that the organization will post to the Page to generate conversations. The number of Fans of the Page and the number of Likes, comments and posts by those Fans can also be measured. Conversation outcome is tied back to a business objective or marketing objective and could be anything from increased sales to reduced customer complaints, depending on the aims of the Page and how it fits into the overall marketing strategy. In general, the goals of the Facebook Page should support the goals of the organization and, ultimately, be evaluated against those goals.

2.15.5 Twitter

It is a way to get closer to our favourite celebrities, or get better access to relevant and up-to-date news, or even just a new alternative messaging service to chat with a group of friends. Indeed, the majority of Twitter members are pure consumers of information, not participants. As an engagement tool, Twitter is largely self-referential and conversational. It will either aim to help a brand serve its public better, or it will try to engender greater

loyalty by creating a closer tie between the brand and the consumer of that brand. the other natural area for Twitter to become integral to modern communications is that of brand protection, or more specifically crisis management. As with anything in crisis management, it's not without its risks, but bad news spreads rapidly these days, and people demand information faster than ever before. Twitter's real-time nature has only increased this pressure. This can be an excellent way of protecting our brand.

2.15.6 LinkedIn

LinkedIn has certainly become established as the leading professional social network. It continues to establish itself as arguably the most important online platform for business-to-business engagement and communication. LinkedIn gives us this opportunity to belong to multiple networks based on school, university, employer, shared skills, professional bodies, shared interests, local business networks and so on. It's the ideal platform for identifying and connecting with people across multiple niche groups. Essentially, it's a highly effective tool for managing a personal professional brand online. LinkedIn also says that Company Pages present an opportunity to reveal the human side of a company, to see the individuals behind the brand and highlight how people use its products.

2.15.7 Engaging with bloggers

Here is the challenge for PR practitioners in working with bloggers. There is no standard approach. Standard pitches must be avoided at all costs. Blog by-blog research is critical to understanding the motivations of a blogger. Some bloggers do accept content on the same basis as journalists, but more often bloggers refuse PR pitches of any kind, preferring to discover their own sources of content. Others are happy to blog about an organization if it is willing to sponsor a post (Stephen W, 2012).

2.15.8 Web sites

The World Wide Web is probably the most important Internet technology for PR practitioners, permitting organizations to display text, visual, and sound files using computer servers and browser software on personal computers. The Web provides the decentralized delivery of information using human-computer graphical interfaces to

facilitate access. Organizations use Web sites for a variety of marketing, human resource, and other management functions besides public relations. Among the most common applications for public relations are the following (Doug N, 2007).

2.15.9 Intranets and Extranets

Communication within organizations has been facilitated by the advent of intranets, or closed system Web-based communications systems used to facilitate the distribution and sharing of information within an organization. In a similar way, extranets have enabled organizations to share data-based information with allied partners, including vendors and customers, using controlled-access. Web-based information systems accessible to users outside the organization.

Although intranets are used primarily to manage internal operations, many traditional employee relations functions are now conducted online. These include the distribution of announcements, company newsletters, employee policies and procedures, benefits information, and performance recognition. Intranets are also being used to conduct employee suggestion programs, deliver special messages from management, register employees for organizational and social events, and provide access to various archived materials such as graphics standards and materials and historical records and photographs.

2.15.10 Discussion Groups, Chats, and Online Meeting

Organization representatives can sign on to a wide range of discussion groups or chats online, where they can cull valuable insights about participants' opinions on key issues and can use both for a to articulate organizational viewpoints. An important ethical issue involves whether the organizational representative is clearly identified and all users understand his or her special interest.

2.16 Social media impact on strategy

David P (2006) states, public relations, at its most senior level, has to establish board commitment to online strategy. Its significance is greater than executive board roles such as human resources, marketing, product development and supply chain, because each of these is deeply dependent on an effective internet strategy. Part of strategic planning for

corporate public relations requires a significant element to plan for change. For the practitioner this means that communication and relationships internally and externally will consider how the internet will affect five elements of corporate strategy development. The social media stuff is probably the most important thing we do today, from a marketing standpoint. The other elements of marketing mix have sort of become more and more transactional and more and more tactical in nature.

“Social media stuff is much more strategic. Use social media to power the fundamental of the business. That’s what we’re focused on” David P (2006)

2.17 Developing online PR strategies

Objectives for online activity have to be part of a strategic, multi-participant, multi-media approach, and if the aims are short term, one needs to be very explicit about duration. An organization may want to sell more products yet it may also seek the collaboration of the online community to develop ideas, products or markets. The means may be a contribution to the ends. Seeing online objectives is not as simple as it may be in many other areas of PR. Online objectives have to coincide with organizational objectives and values, and to do so in ways that will make both transparent to the world. In addition, these ambitions need to chime with an online community that has plenty of other places to go. Seeing online PR objectives requires risk and opportunity analysis and a view of how to manage the unknown. What, in other areas, can be a ‘stand-alone’ campaign will soon reach further both inside an organization and beyond it. Employees, customers, vendors and other partners must assume they will have complete visibility.

2.18 Social media monitoring

Among the few social media monitoring techniques Sentiment analysis is mostly used. The benefits of this kind of approach are that automated sentiment analysis tools can be created at low cost for the end user. Indeed, some tools such as Social Mention 148 are free to use. The downside is clearly accuracy. Social Mention allow any organization to at least test the concept of sentiment analysis in the context of social media for no monetary outlay, and can give them some idea as to what level of investment may be appropriate for them in the future.

2.18.1 Contextual analysis

It is the use of sophisticated computer algorithms and semantic analysis to provide a higher level of accuracy and refinement. These more contextually based tools allow for more accurate analysis of far higher volumes of content as well as being able to isolate sentiment from different viewpoints.

2.18.2 Network topology

The other emerging aspect of social media monitoring is the concept of relationship network analysis. PR (and marketing generally) has traditionally been a very linear process. Stephen W, (2012) stated, on a simplistic level, an audience is identified, a list of relevant journalists and media titles is built and content is fired at them with the hope that key messages will stick and influence the target audience. This approach ignores the interconnectedness of an internet-mediated world.

Measuring social Media helps us know if we met our goal or not. Goal setting and measurement are fundamental aspects of any PR programs. Measuring the effect on outcomes is preferred to measuring outputs. The effect on business results can and should be measured where possible. Media measurement requires quantity and quality. Social media can and should be measured. Transparency and being re published are paramount to sound measurement. Doug N (2007) also discussed some other ways of monitoring our communication activity through social media.

2.18.3 Conducting a research

The ability to monitor the Web and discussion groups and chat rooms has facilitated the ability of public relations professionals to scan the environment to identify emerging issues and then track particular concerns that might affect the organization. In addition to extant information available online (secondary data), organizations can use online technologies to collect primary data in the form of e-mail and Web surveys.

2.18.4 Queries

Online technologies provide an ideal, low-cost, automated way for organizations to respond to routine, perfunctory questions, thus reducing the demand on staffs in offices at customer call centers. Although a large majority of queries can be addressed online, effective query management involves incisive anticipation of the most common topics of interest as well as mechanisms for handling the no routine, one-of-kind problems that might arise. Although many queries can be handled online, organizations must maintain other mechanisms to handle questions, such as telephone help lines and customer/consumer affairs correspondence functions.

2.18.5 Relationship building

If the ultimate purpose of public relations is to establish and maintain mutually beneficial relationships with key publics, online communications have the potential to help foster positive reputations and to foster interaction between an organization and key publics. Online relationship building is critical where a user's only contact with an organization might be via online communications, but also can contribute to the process where offline relationships exist.

2.19 Communication models in Public relation

Alison T (2004) States that there are four public relation communication models.

2.19.1 Press agency/publicity model

This is probably the kind of activity that most people associate with public relations. A press agent or publicist aims to secure coverage for a client, and truth is not an absolute requirement. This type of public relation is most common in show business celebrity public relation, where individuals are promoted through media coverage. practitioners in these organizations concern themselves most with getting attention in the media for their clients. Understanding is not necessary for this kind of PR, which is likely to measure success in column inches or airtime. Press agents are the figures at the centre of any 'hype', and have also been derogatively called 'flacks' by journalists.

2.19.2 Public information model

This kind of communication provides information to people where accuracy is now important, indeed essential. This model does not seek to persuade the audience or change attitudes. Its role is like that of an in-house journalist, releasing relevant information to those who need it. This practitioner may not know much about the audience, and tends to rely on one-way communication, from sender to receiver.

2.19.3 Two-way asymmetric

This model introduces the idea of feedback or two-way communication. However, it is asymmetric or imbalanced because the intended change is in the audience's attitudes or behaviour rather than in the organization's practices. It is also described as persuasive communication and can be demonstrated in health campaigns, for example. Persuasive communication relies on an understanding of the attitudes and behavior of the targeted publics, so planning and research are important to this kind of public relations.

2.19.4 Two-way symmetric PR

This model is sometimes described as the 'ideal' of public relations. It describes a level of equality of communication not often found in real life, where each party is willing to alter their behaviour to accommodate the needs of the other. While the other models are characterized by monologue-type communication, the symmetric model involves ideas of dialogue. It could lead an organization's management to exchange views with other groups, possibly leading to both management and publics being influenced and adjusting their attitudes and behaviours. Communication in this model is fully reciprocal and power relationships are balanced. The terms 'sender' and 'receiver' are not applicable in such a communication process, where the goal is mutual understanding.

Similarly Jhon & Helio (2006) discussed these public relation communication models. In the **publicity model** the guiding principle here is to get favourable publicity, not to try to ensure accuracy and truthful reporting. This model can place the goals of accuracy and truth in second place to publicity. While this model can produce good results for the client organization, at least over the short term, it can be bad for the various constituencies. For example, the media, customers, employees, and the community. The term "spinning,"

which came into vogue twenty years after this model was defined, is just another label for it. This is the approach that gives public relations a bad reputation.

The focus of **public information model** is on the communication of objective information, generally without regard to the self-interests of the organization or client for whom the public relation person works. Commentary In theory, the constituency wins. The client organization, often a government agency or non-profit, can also win. But It could be argued that public relations practitioners have a responsibility to advocate for the client, not just to disseminate information. And if the advocacy is up front. that's why organizations have letterhead. Then, the advocacy is transparent and ethical.

In the **Two-Way Asymmetric Model**, the public relation practitioner conducts research to determine the views of a particular constituency and then uses that information to help achieve the client's objectives. Commentary: The client organization can win, at least over the short term. But the constituency probably loses, and we would argue that this is a myopic and sometimes unethical approach.

In **Two-Way Symmetric model**, the public relation practitioner conducts research to determine the views of a particular constituency and then uses that information to help achieve the objectives of both the client organization and the constituency. Commentary: This is the approach that will most often produce a win-win outcome. It can be useful in conflict resolution and in any public relations program. It can help address ethical questions, including that of advocacy versus objectivity, by looking at the interests of both the client organization and its constituencies. Sandra Oliver (2004) discusses four messaging models that public relation practitioners use to convey information.

The first one is the **transmission model**. This model views communication as transmitting a fixed amount of information. Recognizes that the mass media are not the originators of the message, but rather that they are relaying on the public relation as primary sources of information.

The **ritual or expressive model** is the second messaging communication model. Here, communication is seen as a form of ritual when it expresses sharing, participation, association, fellowship and the possession of a common faith. Many advertising campaigns exploit the mass media in this way, not transmitting information about the product or service but rather associating it with a supposedly shared value.

The **publicity model** sees the sender as not attempting to transmit anything, but rather simply seeking to catch visual or oral attention.

According to Sandra Oliver (2004) ,the last public relation messaging model is the **reception model**- this argues that any meaningful message is built up with signs whose meanings depend on choices made by the sender or encoder. Receivers or decoders are not of course obliged to accept the messages sent. They can put their own interpretation on what they receive and therefore a reception model is dependent on an encoding and decoding process by those involved in sending or receiving communication.

2.20 Internal communications

According to Sandra Oliver (2007), one of the most important groups of stakeholders is a company's employees. Companies can survive and indeed prosper without taking the needs of their workforce into account. However, it is generally agreed that good external relations and policies should have a solid foundation on good internal communications, that an informed workforce is more likely to be motivated to work productively, and that this reinforces the company's license to operate in its community.

“Employee communication is the context in which information and messages are communicated for direct and indirect strategic purposes. Often referred to as “internal communication,” employee communication is defined by the function it serves within the corporate or organizational communication model as well as by the channel, level, and networks used to most effectively communicate to or with employees. Treating people – not money, machines or minds – as the natural resource may be the key to it all. No organizational relationships are as important as those with employees at all levels” (Sandra Oliver, 2004).

Sandra Oliver (2007) states that the goals of employee communication are to identify, establish and maintain mutually beneficial relationships between the organization and the employees on whom its success or failure depends. Internal communication attracts new employees, foster information dissemination, promote special events or awards and makes information flow easier. Communication should work towards achieving the organization's objectives. Employee awareness of operations, problems, goals and developments will increase their effectiveness as ambassadors, both on and off the job.

Asking for input to improve how things are done will encourage them to participate in the organization. Management should demonstrate a real interest in the employees' concerns, for example by organizing attitude surveys, suggestion schemes and stimulating the upward flow of communication. There must be a response to this information, so that employees feel that their opinions have been taken into account. (Sandra Oliver, 2007).

Sandra Oliver ,(2007) states that internal communication is a process which passes through four steps (eras)

1. The era of entertaining employees to convince them that the organization was a good place to work.
2. The era of informing employees like the public information.
3. The era of persuasion (two-way asymmetric).
4. The era of open communication (two-way symmetric).

Sandra Oliver, (2007) further explains, Internal communication is dependent in to the following theories of Management.

2.20.1 Machine theory

Employees have little freedom, tasks are subdivided into simple parts and roles are standardised. Communication in this arena is only necessary to instruct employees how to complete their task, is downwards from management and is mainly in written format, providing information which reinforces management's control. Management in this kind of company emphasises downward communication and discourages horizontal communication between groups of employees.

2.20.2 Human relations theory

Instructions were replaced with expressive communication, but the downward flow of information was still emphasised. Suggestion boxes, company social events and visits by management to work areas were merely superficial gimmicks rather than genuine attempts at upward communication.

2.20.3 Human resources theory

Developed from human relations theory, but advocated actual involvement rather than just lip service to it. where 'open communication with employees about organizational

decisions that affect their jobs makes up an essential part of the desirable management. These theories state that employees will work best in a less structured environment with an open, symmetric communication system.

2.20.4 systems theory

Communication system which mixes both instructions and expressive communications, emphasising downward flow from management to workers. Less educated and specialised workers will be most satisfied with this structure, but it would not work for professional employees.

‘Employee communication is the facilitator of employee engagement. Studies show that internal communication can align employees’ passions and energies (including discretionary effort) with the goals and strategies of the organization. This can be done with establishing strategic agenda, making proactive campaign and monitoring, assessing and responding to it’ (John & Helio, 2006).

Truly successful internal communications turn organizations from machines into intelligent organisms which learn and grow. The flow of ideas, information and knowledge around the organization is crucial to success. The role of communication as the process by which this flow is achieved is central to the management of the organization. A business can only achieve its best when everyone’s energies are pointed in the same direction and are not at cross purposes. Employees need to have a clear picture of the overall direction and ambitions of the company and a clear sense of where he or she fits in and how they contribute to the company’s goals (Sandra Oliver, 2007).

Limited number of internal communications techniques, such as noticeboards, memos and company newsletters, to more interactive media such as meetings, forums, video conferences and email are more effective ways to meet objectives of a company. Organizations that concentrate on operational efficiency focus on providing reliable products at competitive prices, and on keeping overheads down. Communication here resembles the machine theory model, creating greater understanding of roles and priorities. When communication is more flexible, and feeds customer feedback into the organization. Upward communication is encouraged, and workers make decisions to solve problems.

Internal communication depends on the stage of development of a company. When first starting up, few people may be involved and communication takes place informally and frequently. As the company grows, employing more people, communication starts to become more functional and formal. commitment to a new strategy is needed, employees must feel a sense of ownership and involvement in developing that strategy. Interaction, team problem solving sessions, forums and talkback sessions could work here. Management must demonstrate willingness to listen and accept feedback without retribution. Each step on the escalator builds on the one before, and 'the basics must be in place before pursuing innovative technologies or radical sharing of views and opinions.

Internal communication aims at increasing employee knowledge of organizational activities and policies and enhance favourable employee attitudes towards the organization. It also to helps the organization receive more employee feedback. In a well implemented internal communication employee accomplishments are recognized to on a daily or weekly basis. There is also schedule interpersonal communication between management and a specific employee group each month. Once objectives have been set, appropriate techniques can be selected, from notice boards, displays, telephone hotlines, pay slip inserts, internal television, videos, meetings, teleconferences, newsletters, direct mail, leaflets and email. The final part of the program involves evaluating the success of the program in order to adjust it and learn for the future.

According to Robert L (2004), two themes are apparent in employee or internal communication. First, employee or internal communication efforts improve relationships among employees within the organization, including relationships between employees and management, employees and other employees, and management and other management. Programs are often cantered around morale- and relationship-building activities. This is the relational element in managing communication within the organization. Second, employee or internal communication efforts help members be more effective and efficient in production and service. These programs focus on developing company or product knowledge, managing the work environment, and becoming more concerned with quality. This is the content element in managing communication within an organization. Although these two themes may not be mutually exclusive, depending on the nature and function of any given organization, they do provide a somewhat artificial means of distinguishing between employee and internal communication.

Robert L (2004) states that, employee communication focuses on the relationships within the organization, whereas internal communication focuses on the content of work within the organization. Employee communication can be understood in relation to other possible corporate or organizational communication functions. Depending upon the size, type, and purpose of an organization, the number of corporate or organizational communication functions may vary. They can include image or identity creation, advertising, media relations, marketing, financial affairs, community relations, government relations, crisis management, and employee relations or employee communication.

Although some organizations may have formally established employee or internal communication programs, others may not but may still manage a variety of functions that address information sharing, morale building, and product or service understanding, among other activities. All organizations should have some form of employee communication program. In large, high-profile companies such programs constitute an entire department and are formal, highly visible programs. In smaller companies, employee communication functions tend to be isolated, informal, and managed by a variety of personnel.

Another way to understand employee communication is to identify the channels or media in which relationships and information are managed within the organizational setting. The three most common channels used to facilitate the goals and objectives of employee communication are face-to-face channels, written channels, and electronic channels (Robert L, 2004). Face-to face channels are used most frequently in activities requiring relationship growth and development. Often employee communication programs include human resource, personnel, and training functions. Programs and information related to such topics as new employee orientation, compensation, benefits, employee assistance, continuing education, and personal and professional development training all necessitate a certain level of face-to-face interaction. In large companies these functions can be highly specialized and handled individually by numerous employees. In smaller organizations, they tend to be handled by a fewer number of less specialized employees. In some organizations, management personnel are responsible for many employee communication activities. It seems clear that such activities improve relationships within the organization and therefore require a great deal of face-to-face interaction. They also seem more suitable for relational rather than content elements of employee communication.

Robert L (2004) further explains, the second channel used to facilitate employee communication activities is the written or print channel, usually newsletters, magazines, or other forms of frequent correspondence. This form of print medium varies greatly by frequency, depth, and focus. Some organizations may produce a quarterly printing dealing with issues in great depth, whereas other organizations may produce a weekly document of less substance. The nature, purpose, and available resources of an organization in many ways determine the frequency and depth of such publications. Whereas face-to-face channels work well for the relational goals of employee communication programs, print channels are a hybrid and tend to serve both relational and content goals. Many times, written channels are used to announce and coordinate the relational activities of the employee communication officer in a face-to-face setting. Print publications may also help employees develop product or service knowledge, quality control, or other work environment or content issues within their organization.

Like print publications, the third medium, electronic forms, is also a hybrid channel for reaching both relational and content goals. In addition to being similar to print channels, it has become a rapidly growing means of managing employee communication functions. (Robert L,2004). In particular, the use of intranets has become an important feature for developing, implementing, and maintaining a strong employee communication program. Intranets provide specific network content for those with access. This type of channel or medium use for all organizational members, especially the employee or internal communication specialist, has had a noticeable impact in three ways. First, the duties and responsibilities of the communication professional have become more electronically and technologically oriented. One who works in employee communication must be proficient in navigating the networked system of the organization. The proficiency often entails computer application knowledge in word processing, database management, desktop publishing, presentational software, the internal e-mail system, and any specialized software programs related to the function and structure of the organization.

Again, in larger organizations the technical functions within the employee communication program can be quite specialized. In midsized to small companies the electronic and technological job responsibilities are often shared by a number of employees.

According to Robert L(2004), the second noticeable impact intranets have had on employee communication is that they have improved the accuracy and timeliness

demanded in the workplace. Electronic forms of communication through intranet capabilities have greatly enhanced the communication specialist's ability to provide accurate and timely information to rank-and-file employees, who can use this information to improve the effectiveness and efficiency of production and services. Intranets have also allowed the communication specialist to improve communication between employees and management. Many intranet systems have been structured to support employee communication functions in human resources and personnel, such as in the recruitment, selection, and retention of employees. In large organizations, intranets have helped organizations coordinate activities in an accurate and timely manner between such corporate communication functions as media relations, marketing, and crisis management.

The third impact intranets have had on the employee communication function is that they have been able to control response or interaction time. Intranets have enabled employees and management to communicate in both asynchronous and synchronous ways. Asynchronous communication, as well as synchronous communication (interaction in real time through electronic channels), has created much flexibility for communication specialists. For example, time and space have become much more flexible to employees and management and have influenced the desire and need to interact face to face.

The level of interaction also helps explain how relationships and information are managed in the organizational setting. Levels of interaction refers to the number of participants in a communication encounter. For the employee communication specialist, managed interaction takes place at the interpersonal, group or team, organizational, public, and mass-mediated levels.

Although mediated forms of communication such as e-mail, intranets, teleconferencing, and videoconferencing continue to be popular, management of a successful employee communication program requires substantial interaction at all levels. A distinction again can be made between employee and internal communication. Employee communication, or the improvement of relationships, is more frequently managed at the interpersonal and group or team levels. Internal communication, which improves the effectiveness or efficiency of production and service, is usually present at all levels but usually is managed at the organizational, public, or mass mediated levels of communication.

Employee or internal communication is used to strategically communicate to or with employees. It is defined by the function it manages within the corporate communication model and is best understood by its relationship to the channels, levels, and networks it serves within a unique organizational setting.

Brian & Deirdre (2009) asserts a responsible person at the public relations should define and set internal communication strategies that could answer the following questions. What am I trying to achieve? who is my audience? What do I want people to think, feel or do differently as a result of my communication? What action or behaviour am I driving? What's my message? How will the conversation start? How can it be two-way? What tools and channels will I use? How will I capture feedback? What will I measure? Employee engagement and the bottom line.

According to some researchers and practitioners, there is a strong link between effective internal communications and superior company performance.

2.21 The CEO and company executives effect

Building Communications Capital is a key CEO responsibility. To perform his or her job to the fullest, CEOs need the best that communications can bring. Failing to accept this challenge can create precipitous gaps between a company's actual worth and its perceived value among key stakeholders. These gaps can seriously damage a company's reputation, making it less likely that audiences will invest in the company, purchase its products or services, or look upon it favourably as an employer or as a joint-venture or strategic-alliance partner (Christopher.A, 2002)

Paul & John (2002) emphasized the CEO's tendency and attachment with technology. Comparatively few CEOs have participated in online chats. the majority of CEOs continue to rank traditional media such as magazines and newspapers along with the advice of their technology staffs, as being more critical when making technology decisions. CEOs increasingly understand that the Internet is no longer a novelty, and they appoint themselves as evangelists and engineers of their company's e- business platforms. CEOs focus must be on a vision, on understanding and harnessing the power of new technology, and on meeting expectations.

The CEO must usually be Visible. This is not a time for CEOs to be missing in action or huddled in executive committees for hours at a time. CEOs must leave their offices to connect with others during trying times. They must take to the halls, telephones, and electronic networks.

The CEO's hyper-visibility provides much-needed reassurance to all interested parties. Communicate Tirelessly. CEOs must take action following a crisis, hold employee meetings, and provide a toll-free number for employees working outside the office. These meetings should be held every day, and at the same time, throughout the crisis period. Use all channels of communications e-mail, voice mail, and company intranet to reach out to employees. Research has shown that during emergencies, organizations often restrict the flow of information and reduce the number of information channels (Daniel & Barbara, 2001).

Daniel & Barbara (2001) further states that CEOs should Keep Communications Appropriate. CEOs should be extra cautious of everything they say or write during emergency situations. Language should always be appropriate and sensitive to the situation. In addition, CEOs should inform clients of the extent to which business may be compromised and the impact of the tragedy on the delivery of services.

Put People First. People are a company's best asset, and companies must make every effort to ensure the physical safety and emotional well-being of all employees. CEOs should continue their emphasis on people by being flexible. Employees will need time off for grieving and resolving their own personal emotions. Small gatherings should be encouraged so people have an opportunity to bond, heal emotionally, and make sense of the unfamiliar. Part of putting people first is also informing others of how they can help those affected by the crisis (Daniel & Barbara, 2001).

CEOs are the living surrogates for companies in times of crisis. They put a human face on institutions, large and small. Employees expect CEOs to act on their company's behalf, and CEOs' actions can have a lasting impression on the company's reputation. Employees also expect CEOs to show honest emotion and reveal their organization's character during times of crisis. This can be accomplished by publishing CEO-signed advertisements that express sympathy and support, providing complimentary services during a crisis to those affected by events, and providing volunteer services and making financial contributions to

crisis-related charitable organizations. These gestures serve as symbolic reminders that financial leaders accept their expanded roles, which extend beyond their industry and include serving as stewards of the nation's prosperity and well-being.

CEOs need to keep one eye on unfolding events and employee welfare and the other on business. CEOs need to infuse their organizations with calm and then challenge employees to get back to their desks, back on the phones, and back to their plans. Publicly referring to the company's vision and values often provides a welcome beacon of light during uncertain times. Setting the right tone as people slowly return to normal is the CEO's role, and never will it be so sorely tested as during times of a crisis.

Be Prepared and Expect the Unexpected. All CEOs should have crisis preparedness at the top of their agendas, especially while the crisis is still fresh in many minds' CEOs should make evacuation and fire drills a priority. CEOs should set into practice a system for tracking employee travel, regularly reviewing office security procedures and expanding emergency communications plans. An emergency response team should be assigned to prepare a crisis preparedness plan or dust off or fine tune a plan that was rarely implemented. The plan may include emergency telephone numbers, toll-free help lines, and "dark sites" on both the intranet and the Internet that can be activated when necessary (Paul & John, 2002).

Intellectuals in the field advise that, to succeed in public relations, a person must approach communicating with the public from the perspective that individuals have the inherent ability to make the right decision for themselves, as long as they possess a strong foundation upon which to base those decisions. The information that a public relations professional provides the public should reflect this perspective and be presented with honesty and respect for others' beliefs. Spinning information is disrespectful to others because it presumes a person can manipulate the decisions of others. Successful public relations rely on setting priorities and keeping the public perspective a top priority.

According to Jeop C (2004), senior management and communication Manager should focus on supporting the overall communication activity. Senior managers of course need to allow communications to play its strategic part, and recognize its lead or support role within corporate and market strategies. This means among other things, that managers see communications as a strategic instrument, and corporate communications as a strategic

management function, rather than as a simple set of tactics. Relegating communications to tactics often happen when senior managers are actually unsure what the communications function brings to the strategic management of the organization. This is pertinent in organizations where decision makers are uncertain about the value of corporate communications to their decision making, as well as to the achievement of the corporate strategy as a whole. This role the practitioner provides the specialized skills needed to carry out communications programs. Rather than being part of the management team, technicians are concerned with preparing and producing communication.

“Company Executives First, understand what PR is and what it isn’t. Businesses often expect PR to perform miracles just because they confuse it with advertising, online marketing, media buying, search marketing, and so forth. Although we won’t compare PR to each branch of marketing, we agree that PR is not advertising. Reporters and bloggers don’t stop what they’re doing to write about your company just because you send them a news release. They’re bombarded by PR people from all over the world. Stories are cultivated. If you respect your contacts, do your homework and help highlight the value of a story coverage is imminent” (Jeop C. 2004).

Involve Yourself. Engage in Social Media. We live in a “social” economy, and the only way to succeed in it is to participate. Write Social Media releases in addition to traditional releases. Support your public relation program and feed it as you do any other branch of the company. Respect it when it works and let your team share in the success. Don’t focus on the shortcomings. Extend congratulations as goals are achieved. Meet with your PR team regularly to communicate realistic goals and measure progress. Paint a real-world picture of what success looks like each month and listen to the reports to see whether those goals are indeed attainable. You get out of public relations what you put into it (Jeop C, 2004). Either the CEO or Top Management must be sure that the potential at the Public relation is undervalued or underestimated. When done correctly, Public relations is extremely valuable to company branding, which results in immeasurable benefits in the long haul. Use the Best Spokesperson-get a spokesperson who will connect with the people and who will help grow your business.

2.22 Integrated marketing communication

Robert L(2004) states, integrated marketing communication (IMC) involves the synergistic use of public relations in tandem with other promotional tools to promote products, services, causes, or candidates. IMC advocates have identified a series of stages through which integration progresses: (a) awareness within the organization; (b) image integration, or the melding of messages and themes across communications activities; (c) functional integration of units responsible for producing messages; (d) consumer and database integration, where customer intelligence is brought together; (e) stakeholder integration to address groups beyond customers; and (f) technological integration, where communications with customers are both intelligent and interactive. These varying approaches suggest that integration is actually conceptualized and used in a variety of ways today.

According to Jhon Doorely (2006) integrated communication is a dynamic communication practice aimed at advancing not just the marketing plan, but the overall operating or business plan of the firm and in so doing aligning brand with reputation.

According to Robert L (2004), Public relations practitioners produce a wide range of tools that can be used in an IMC campaign. These include product publicity, speeches and presentations, events (celebrations, tours, meetings, conferences), and school and club programs. Significantly, some tools commonly used in public relations also might be assigned to sales promotion or direct response specialists. Examples are publications (collateral), displays, exhibitions, audio-visuals, direct mail and e-mail, and Web sites. Corporate advertising, cause- related marketing, and campaigns involving tie-ins with philanthropic organizations are examples of where traditional distinctions between public relations and marketing functions have become blurred.

As Robert L(2004) stated, an integrated marketing communications campaign, at minimum, requires three elements. (A)Deployment of different tools and media to achieve the objectives or outcomes for which they are best suited. (B) timing of campaign elements to take maximum advantage of each. (C) Message consistency or continuity so that audiences recognize a topic or

Message as being familiar. Integrated communication involves optimizing the effectiveness and efficiency of various marketing tools. Certain communications tools are

especially well suited to achieve particular outcomes. Integration also involves purposefully disseminating messages using the same or different strategies to maximize results. In a new product introduction, for example, it is customary to lead with a new product publicity announcement to take full advantage of media interest and a product's inherent newsworthiness (Robert L, 2004). Marketers seeking maximum integration and messages will ensure that messages carry common elements across communications tools wherever possible. To the extent possible, consistent use of executional features of advertising such as logos, signatures, slogans, and graphic designs can provide important cues that attract attention, trigger recall, and facilitate learning and memory.

The critical issue in message integration is consistency—speaking with a “single voice.” Contradictory positioning or descriptions of a product or service obviously should be avoided.

However, research suggests that moderate levels of inconsistency might actually increase attention to messages because audiences are motivated to resolve differences between a message's content and their existing knowledge stored in memory. Psychologists describe this phenomenon as a desire for cognitive consistency or the reduction of cognitive dissonance (Robert L, 2004).

Robert L (2004) also states the importance of having employee public relations material. The objective should be not just sharing information but also building understanding and resolving conflicts so that positive results occur. Internal publics are groups of people inside the organization: supervisors, administrative assistants, clerks, and other staff members. Employee perceptions of internal public relations messages can be understood through comprehension of the various relationships that exist within the organization. Organizations and their employees can see their values as necessarily intertwined through various messages. When the positions taken by the organization are supported by internal publics and the agreement is reflected in favourable views of the organization, the relationships among organizational members may be enhanced. (Robert L, 2004). Internal public relations material is often directed to employees, a communicative extension of management thoughts. However, media such as employee newsletters may provide a voice for employees on, perhaps, a weekly or monthly basis.

Employee relations messages may be distributed through, as stated earlier, online mechanisms and employee newsletters. Additionally, short promotional announcements may be conveyed through memos and electronic mail or live broadcasts of events on corporate video. Many organizations strive to share critical news with employees using other communication tactics and media. Diversity training initiatives can also be helpful. Managers and executives are also invited to attend these sessions, and every diversity promotion is well publicized throughout the entire organization, potentially enhancing employee relationships.

Focus groups may also be helpful for internal public relations. These groups may include people from different company departments. Employee relations can also be enhanced through company mission statements and communication of a vision. Leaders and employees advocate for the mission statement by consistently executing its principles. Internal public relations can also be strengthened through organizational storytelling. Stories can be a means for capturing employees' experiences and expressing them so they represent an organization's traditions, values, beliefs, and priorities. Stories can foster understanding among employees, comprehension of the subcultures and political realities of daily organizational life. Additionally, stories can help managers with their leadership tasks. Leaders may communicate how they viewed or handled a certain issue. Ideally, the stories will offer practical advice and solutions for employees (Robert L, 2004).

These experiences can be stored for future reference so that the next generation of leaders can learn from them. The most valuable stories that are expressed in organizations are those that teach, inspire, motivate, and add value through shared meaning. Organizational tales are created from past experiences, from current ideas and questions, and from a personal vision about the future.

These stories can be relayed through staff meetings. For example, a sales team might report monthly figures in a meeting. A sales manager may ask them to review some of their best and worst experiences of the month through a story. These stories can provide the team with important lessons, make the report numbers more meaningful, and build relationships among individuals. Stories can also be conveyed in more informal settings, such as a local restaurant after working hours. The team may decide to meet at this specific location, and even though the setting is informal and casual, team members and leaders may be using the get together as a means for strengthening employee relationships.

2.23 Language usage in public relation publications

Jim Dun (2001) believes that many news releases are re-written by reporters, so the most important thing is to provide all the facts, clearly and concisely, typewritten, so the reporter can prepare the material for publication. If, for example, we are dealing with one or two trade papers continually, we need to ask the reporters with whom we will be liaising how they want material presented. There are several basic principles of copy preparation that most newspapers prefer. He advises double-spaced or 1.5-line spaced on printed News Release paper if available or on company paper containing the heading News Release. "Type on one side of the page only, and leave wide margins on either side. Double-spacing and the margins provide room for sub-editors' alterations and instructions, and typing on only one side prevents half of your story from being lost. Start the first page with the heading about one third of the way down. This leaves room for an alternative headline and the sub-editor's typesetting instructions".

At the foot of the sheet include the date in full, the name of the public relation officer as contact for further information, and the address and telephone number of your organization. Limit your release to one or two pages. Include in the release the name and telephone number (including a home telephone number) of a person to contact for additional information. Remember the newspaper's deadlines: a 'news' release in the true sense is of no use if it arrives too late. Make the release newsworthy. Use simple sentences and simple words. Tell the important part of the story first being very specific to the issue in focus (Jim Dun, 2001).

Jim Dun (2001) further advises not to use adjectives such as 'fabulous'. Likewise, personal opinions or insinuations should never be part of a press release unless contained within quotes. Give precise measurements or weights rather than simply 'large' or 'heavy' make sure names are spelt correctly; never use initials unless they are in the middle of the name; and include titles after names.

Effective communication demands clear, consistent style. It is up to the public relations practitioner, in fact all professional communicators to get the message across that consistent style matters in everything an organization does. Make sure you edit your copy, follow house style and watch out for inconsistencies as you go along. They are just as important as getting facts and figures right. Clear, unambiguous, concise copy written like

a front-page news story is usually the best means of getting your message across and making it work for you, your company or your client. (John Foster, 2008)

2.23.1 Organisation's style

Adherence to Organizational style includes How our story is put over in speeches at conferences and seminars, the platform arrangements, product labelling and design; office stationery, the layout and wording of the website and even to the way our receptionist answers the telephone. We need to Stick to the style we have adopted in absolutely everything concerning our company or our client's products and services.

“Public relation practitioners must also keep abreast of style trends in broadcasting: radio and TV stations usually have their own rules for scripts. The BBC has its own style guide for presenters and contributors; to take a recent example, they are told that it is memorandums not memoranda, an argument with listeners that was settled in a flash on Radio Four's Broadcasting House a year or so ago.” (John foster 2008). He adds, “Be on your guard against repetition, or using the wrong word and putting your reader off for good. se short rather than long words, write snappy sentences, cut out jargon and over-worked words, and leave foreign words to the specialist journal”.

As a general rule, it is better to have a singular verb with a collective noun, and to treat names of companies and organizations as singular entities. The plural form tends to smack of informality. Avoid a mixed style of singular verb and plural pronoun. It seems that knowing where to put the apostrophe in possessives, indicating possession or ownership – causes as much difficulty as any other mark. The chances are that there will always be the possibility of error. There is often confusion between its (in the possessive) and it's, the shortened form of it is. Leaving it out when it should be there is bad enough, but putting one in when it is not needed is worse still.

Correct and properly placed punctuation gives style and presence to any news story or feature article, brochure or report. And if it is misused it can spoil the message, even give

it the opposite meaning. Full stops are rarely seen these days in sets of initials for organizations. Stops are fast disappearing from initials of company names, but they can be used with great effect and impact in advertisement display heads. They should not appear in headings for press release stories for the simple reason that they are hardly ever seen in newspaper or magazine headlines. Stops must not be put after abbreviations like Mr, Mrs, Ms, or in lb or ft, unless of course they come at the end of a sentence.

Exclamation marks express surprise or dismay. According to John Foster (2008) , we must not use them for emphasizing simple statements and in a release unless it is a quote, and even then we need to edit it out if we can. “It is a perfectly valid rule to say never uses one. It is hardly ever needed. They are out of place in printed publications and formal documents; the only time for them is for emails and the occasional headline in house magazines. And never, put more than one. When using round brackets to enclose a complete sentence, put the full stop inside the closing bracket. The square bracket is used to denote comments or explanations added to the original text, usually by the editor or someone other than the author” (Jhon Foster, 2008).

Only journalists and those committed to style principles appear to know or care where or when initial capital letters should be used. Whether to capitalize a word or not is one of the most hotly argued points in any office, particularly when preparing copy for publication. Dictionaries are helpful when we are uncertain whether to capitalize, and they should be consulted before reaching for the style guide or entering into a heated discussion.

Avoiding clichés and jargon is not always easy. In fact there are occasions when they can be used to good effect, so long as the reader knows they are deliberate. At other times they present the only way of getting over a specific point or idea. Jargon is jargon when words are so technical or obscure that they defy comprehension. They contribute nothing to sense or meaning and might just as well not be written at all. Public relations and advertising jargon soon slide into the vernacular, as opposed to formal or literary English, and is used without hesitation just because everyone else speaks or writes it (John Foster, 2008). That is all very well, but if it fails to communicate to those outside media village speaks, and then there is a case for reducing it as much as possible. Jargon baffles the reader and

specialist writers should never use it for audiences outside their own field. Unless the audience is steeped in the jargon of public relations.

John Foster (2008) further explains that, readers soon become bored by dull, continuous text. There is always room for idiomatic expressions. Attempting to find a suitable idiomatic expression to fit the flow of thought is not easy and dictionaries are not much help. Idioms can give color and vitality to a piece of writing without risking faded and overused phrases. Slang can, however, offend. Most of it comes from cant, the jargon of a trade or business. If we say something is awesome when we mean very good or excellent, that is slang at its worst if used by a professional communicator. Snail mail is the emailer's slang for mail by post, but usage has put it in everyday vocabulary.

Readability is another complex subject. If it is done correct, the proof comes back it will be right both textually and visually. If you can't read it, there's no point in writing it. Even if the work is going to an outside consultancy before printing, the copy must be prepared so that the presentation style will be followed at the final stages of typographical design. For internal documents too, care must be taken to see that the visual style is going to help the reader – in short, be easy on the eye. For if it isn't then there is an instant barrier to communication. Short sentences aid readability.

An average length of 20–25 words is easy to follow and assimilate. There are obviously occasions when this can and should be exceeded, particularly for technical and scientific subjects. But even here, aim for brevity unless detailed explanation is required. “Keep paragraphs short if you are writing for the popular and tabloid press. Five-word lines – sometimes even shorter” (John Foster, 2008).

The job of the PR professional is to spot the mistake, or ‘literal’, everyone else misses. Diligent proof-reading spells well-produced, fault-free print work. And that largely depends on using the proper correction marks. You can avoid printing errors, usually known as ‘typos’, by marking proofs in the standard way universally understood by printers and their keyboard operators. Non-standard corrections only confuse and lead to more errors” (John Foster, 2008).

Headlines are a crucial element in printed communication. Short, punchy headings attract attention and take the eye to the text. However well the words have been crafted, they will not be read if the reader isn't encouraged to move on. That is the job of the headline. The

headline is essential for effective communication and to arrest the reader's attention. Its job is to take the eye to the story, to whet the appetite, to excite and inform. In-house newspaper or newsletter headlines should contain a present-tense verb, and thus generally follow newspaper style. Headlines must be both impartial and accurate. They must give the news or tell a story if a feature, not the opinions of the writer. They must not embellish the facts, but present them accurately and succinctly.

Another way to spark interest is to write question headings from time to time, starting with Who, Why, Where, What, or constructions like Is it, Was it. Look for headings with a play on words, the double entendre. But avoid being facetious, and while there can be no objection to the occasional pun, attempts at being funny can cause a groan and be a poor form of wit. It is all a question of balance, and fitting headlines to the audience and message. There is always room for humor (John Foster, 2008).

It is advisable to avoid unnecessarily long words, complex sentences and lengthy paragraphs confuse the reader. Double negatives, needless jargon, faulty or misplaced punctuation, and constant repetition of words and ideas can all lead to nonsensical, hard-to-follow text. And that means that the reader quickly loses interest in the face of endless waffle. Plain English, written in a simple and straightforward way, is the recipe for clarity of expression.

John Foster (2008) also suggests ways to make our paragraphs better. In headings, use the present tense and an active verb. Check the facts, put them in a logical order and rewrite non sequiturs. . Edit to cut, not add. Put in plenty of paragraph breaks. Confirm that there are no ambiguities. Replace long words with shorter ones avoiding repetition and redundancies. Correct grammar but don't be pedantic. Delete clichés and jargon. Watch for legal pitfalls, particularly libellous statements. Check that there is no vulgarity. And ensure that spelling and style are consistent throughout.

2.23.2 Basic requirements of press release

John foster (2008) also addresses basic qualities that a press release from a public relation practitioner is expected to meet communication objectives. The release should be clearly identifiable as a communication for publication or broadcast, and should carry a heading such as News Release, Press Release, Press Notice, and Press Information. Such headings should be in bold capitals or upper and lower case of at least 14pt so as to stand out from

the mass of other material on subeditors' desks and computer screens. Show the heading in the corporate colour, typeface and style of the issuing organisation.

Put the full name and address of the issuing organisation, with telephone, fax numbers and email/website address in a prominent position. Type the date of issue. Give a contact name for further information, together with his or her telephone or fax numbers if different from the main switchboard numbers. Give also the contact's email address. Always include an out-of-hours telephone number since many journalists are still working when you have left the office. It is not necessarily good PR for the managing director or chairman to get your calls when you should be talking to the media in the first place.

The title of the release should be in bold but not underlined. Don't write a too-clever-by-half or facetious heading –it won't work. It should say in as few words as possible what the release is about, and should not, if possible, run to more than one line. Use a present tense verb. If secondary subheadings or side-heads are needed, then these should be in upper and lower case, preferably in bold type. Be brief and factual and keep sentences short. Two sentences per paragraph is about right, and often just one sentence will be enough to get a point over. The opening paragraph should contain the essence of the story and display the news. Here we must answer who, when and where. Questions in the same way that a reporter is required to do.

Following paragraphs should expand on the story. Try not to let the copy run over to a second page. It will make the subeditor's job much easier if you start with the main point, fill in the detail in the succeeding paragraphs and end with the least important point. Your news release can then be edited down with far less trouble (John Foster, 2008).

We need to write in a factual style without flowery adjectives and superlatives or emotive words when we are describing products and services or exciting development. Avoiding clichés, jargon words and comments as expressions of opinion is also important. If we need to make a comment about something, we better put it as a quote from someone in the organisation. We need to stick to the facts and let them stand on their own without embellishment. It will be up to the journalist to put his or her interpretation on the story we are issuing. While it is true that most releases are emailed nowadays, there are still some that are sent the old way – by post. In that case, the copy should be typed double-spaced so as to give the subeditor plenty of space to make changes.

If we have pictures, it's advisable to send them separately to the picture desk. Copytakers will tend to ignore them as they will think it is nothing to do with them. If there is sufficient interest in the story, then they will come back to ask for an illustration. Avoid different type sizes and colors, no indents to paragraphs and set your copy ragged right. If we try to justify the type matter with both sides aligned, we will have trouble with hyphenations that go wrong or, worse still, unsightly gaps in the text. There's no need to double-space: on-screen editing makes it easy for the subs to sub. At the click of the mouse, there's the copy for editing.

Robert L(2004) states expected standards and qualities of a fact sheet. Fact sheet contains compilation of facts about a certain topic. Fact sheets are typically used as supplements to news releases, to fill information requests, or as one of several pieces in a press kit. Many organizations keep them on file for standard topics corporate history, general business facts so that they can respond quickly to requests for information. Fact sheets should be written with clarity and for ease of use. First, each one should be focused on one topic. The topic can be as broad as general facts about a company or as limited as facts about a specific community service program. Limiting the topic to a single subject allows for focus in the writing and precision in responding to information requests.

The fact sheet should be written in as direct a manner as possible. Many fact sheets are produced as bulleted lists, with subheads to direct the reader to specific areas of interest. Such a format enables users to quickly find specific points they are looking for. This format is particularly appropriate for media users, who turn to fact sheets for additional information beyond a news release when writing a story. Full sentence style is also used, since not all material lends itself to bullet points, and some material can be presented more clearly in full sentences. As with a news release, journalistic writing style should be followed, although headings are often used.

Robert L (2008) further states that a third possibility is a combination of the two styles. A heading, followed by a brief explanatory paragraph, followed by bullet points. Whatever writing style is chosen. The determining factor should be how to most clearly present the information for easy use. Finally, the format of a fact sheet should mirror that of a news release. Appropriate contact information is a must, since the piece may not always be used to supplement a news release or as part of a press kit. Even in those uses, it could become separated from the other materials. The date of the most recent update of the information

should also be included. This date assures the reader that the information is current and gives the public relations practitioner a quick reference point for knowing when information should be reviewed.

Robert L (2008) also advises public relation practitioners to write and speak carefully. Practitioners must be able to write and to speak well. It should go without saying but it can't that professionals must master language elements such as grammar, punctuation, spelling, and style. A practitioner simply cannot afford to write or speak a sentence wrongly. Good writing must be reflected in everything, written and verbal, that a practitioner produces. Practitioners no longer are drawn primarily from the ranks of journalists, and they sometimes have trouble deciphering editors' needs. Too often, a practitioner will distribute, by mail, fax, or electronic mail, releases that contain no news, or schedule news conferences that are of no interest to most audiences. This is poor practice because it damages credibility by making a practitioner seem unprofessional.

Effective practitioners produce copy that is similar to that published or aired by the target media. This means making sure their stories contain timely news that is of interest or importance to many people. It is helpful if the stories contain news values in addition to timeliness that editors use to evaluate information for stories. Practitioners, who write news releases, arrange news conferences or media interviews with their bosses, or pitch feature ideas need to make sure the information they want to distribute contains at least some of these news values. And they need to understand that a message that would interest one medium's editor and audience might not interest another's. A release frequently is written multiple times to ensure that each medium gets a version tailored to its needs. Editors have a right to feel insulted when they get releases that are of no interest to their audiences.

The news also needs to be written in standard journalistic format. For print and online publications, that means writing in the inverted pyramid format, with the most interesting and important information at the top and the least interesting and important at the bottom. Writing a lead is one of the hardest tasks facing any writer. It is doubly hard for a news writer whether a journalist or public relations practitioner because he or she must capture the heart of the story, package it in an interesting way, and produce a lead of 10–30 words. This is one of the great creative challenges, and most communication professionals must meet the challenge several times a day.

Robert L(2008) defines the first paragraph of a press release the heart of the news event or issue, followed by an attribution. Following it, the second paragraph gives background information needed for a reader or listener to understand the heart of the news in paragraph one, followed by an attribution if needed. Paragraph three contains a direct quotation that amplifies, but does not repeat, material in paragraph one followed by an attribution. The last paragraph provides new information presented in each sentence, following by attributions or background material.

Among the many tasks performed by public relations practitioners, writing most certainly tops the list. Practitioners develop various written pieces media releases, brochures, promotional materials, business correspondence, and proposals to communicate information to people inside and outside of the organization. Public relations writing should educate, persuade, or motivate. To accomplish these goals, writers must be functional and write with a purpose, while maintaining a creative flair. Because of the wide variety of writing formats, versatility is an essential skill for public relations writers. They must know which format is the most appropriate for a project and the best way to construct a message so that the audience will understand it. The most common writing formats in public relations are those used in publicity, marketing, advocacy, organizational communication, and business correspondence. Each has a certain style and purpose. To determine the best format to use, three things should be considered before beginning a writing project. The purpose of the piece, audience type and the content itself must be clearly known and identified.

“Before starting to write, public relations practitioners must decide whether the purpose of the piece is to educate, persuade, or motivate. What is the desired result of the piece? To create awareness, gain support for an issue, or prompt behavior? Writing that seeks to educate usually consists of straightforward information, whereas writing that aims to persuade or motivate takes on a more emotional tone. For example, the purpose of an article that lets employees know about a new benefit would be educational” (Ralph Tench, 2006).

The purpose of the piece will determine who should receive it, which in turn will determine how it should be written. In most cases, a reporter doesn't want to receive a brochure and a customer doesn't want to receive a media release. Media formats should be

used in writing for the media. Use creative brochures when marketing to customers, internal newsletters for informing employees, and business-like memos when communicating with management. More than anything else, the message will determine the most appropriate writing format to use.

Customers will want to read information that reinforces their decision to patronize an organization. This requires the use of persuasive tactics. Such tactics, however, would not be appropriate for a media release, which should contain factual, objective information.

- ✚ Is the message brief or lengthy?
- ✚ How much space will be needed to adequately deliver the message?
- ✚ How will it reach the target public?

Detailed information aimed at persuading a specific audience is better suited for a brochure or position paper than a one-page flyer. A flyer, on the other hand, might be more appropriate for announcing the date and time of a special event.

According to Jim Haynes (2007), Public relations practitioners who don't write in a way that their audience can understand are wasting their time. If readers find a piece too complicated, they will stop reading and will not receive the intended message. To increase the chances that the piece will be understood, write simply; use proper grammar, punctuation, and spelling; and adopt an appropriate style. Readers can get confused by lengthy sentences and multisyllabic words. Using short words, sentences, and paragraphs will help focus the writer on writing concisely, which will enhance the simplicity of a piece. Jargon or clichés not familiar to an audience should be avoided. There are several formulas that can be used to determine the simplicity of a written piece.

Using improper grammar and misspelling words reflects negatively on a writer. The credibility of the writer may be questioned, as well as the credibility of the information being presented. In addition, poor grammar and punctuation affect how a sentence is structured, and poor sentence structure leads to difficult reading and confusion. Writers should ensure that their writing is easy to read. Although a spell checker is a wonderful computer tool, it should never be used as the final check. Nothing can take the place of a dictionary. The format of a written piece will determine its style. Media releases focus on facts written in pyramid style whereas marketing pieces feature more colorful language and creative structure. How the reader is addressed (in personal terms or as a neutral third

party) is another style consideration. Public relations practitioners, who follow these guidelines, especially when writing for the media, enhance their credibility and make it easier for the media to edit public relations–generated copy.

Richard Whitecker (2007) discusses key principles of standard language usage in Media writing, print broadcast and public relations. Use Technically Accurate Language the ultimate rule is to write so the reader can understand the intended meaning. To accomplish this goal, writers must observe at least the baseline of technical accuracy by following the canons of grammar, punctuation and syntax. Follow the standard grammatical conventions of the language included in this book, but don't follow them blindly. For example, if a sentence although grammatically accurate sounds stilted or confusing, rewrite the sentence. Writing should not only be correct, it should also read well. Misspelled words signal a careless writer. Journalists and public relations writers cannot afford to have readers or editors conclude that they are careless.

Richard Whitecker (2007) recommends public relation practitioners to follow the Appropriate Level of Formality. Effective media writers use what has been called "operational English" or "standard English." In the news media, this English is sometimes called "network standard" because it is the measure of appropriate language for broadcasting in every part of the country. Some have called it "the language of wider communication" so as not to offend people who use narrower languages. A public relations writer preparing a newsletter story or a service article might use an informal and personal style, and an even more conversational tone for a brochure. Meanwhile, an advertising copywriter might prepare an ad full of sentence fragments and pop jargon. English is a language with such diversity that it can accommodate many different styles and purposes. `

“Experienced writers know that, on occasion, conventional guidelines for English—the supposed absolutes—may be bent to achieve special effects. The key is to do the bending carefully, infrequently, and with full knowledge of both the rule and the reason for bending it. Writers cannot claim creative license to justify sloppiness or ignorance. It generally is better to rewrite the sentence to avoid the need to bend the rule in the first place” (Richard Whitecker,2007).

With any type of sentence, writers should strive for simplicity. A good sentence delivers only one thought, and its phrases and clauses work to support the main thought rather than introduce extraneous information. This is especially important when you are writing for the broadcast media, because the audience will not have the opportunity to reread an awkward sentence. In its basic form, the principle of subject-verb agreement is simple. A singular noun takes a singular verb and a plural noun takes a plural verb. Collective nouns are words representing individuals working together as one unit. They may involve more than one person but are used in the singular form. Make Sure Nouns and Pronouns Agree. The same logic that says singular nouns take singular verbs applies to nouns and their pronouns.

“Keep the meaning of a sentence precise by placing words where they belong, particularly by placing modifiers immediately next to the words they are supposed to modify. Consider the many different meanings that result from the placement of a single word. Both dangling modifiers with nothing to modify and misplaced modifiers far from what they modify can confuse writers and readers. Good syntax (i.e., sentence structure) calls for phrases to modify the noun or pronoun that immediately follows them” (Richard Whitecker, 2007).

A principle of media writing whether for print or broadcast journalism or for many elements of public relations is to be judicious with adjectives and adverbs. Both are useful in explaining and qualifying; however, both also can be overused by beginning writers, who thus risk losing the objectivity sought by media writers. Adverbs do for verbs what adjectives do for nouns. They provide a degree of nuance or detail. . Adverbs often result from what the writer observed. Good media writers don't ask readers to accept the writer's conclusions, but they do provide details to allow readers to draw their own conclusions. Descriptive phrases also can serve the same function as adverbs Media writers pay careful attention to adjectives and adverbs that reflect comparisons or degrees of intensity. Comparisons should make sense. Writers should be accurate in using modifiers that are absolute, cannot be modified by comparatives or superlatives. Absolutes include first, last, only and unique. Never use a qualifier such as very with such words.

As Norman A (1995) states, one of the principle public relation practitioners need to follow is using simple language. The writer should think Before he or she starts to Write. Ideas must be arranged logically. Writing often becomes cumbersome because the writer has no clear idea of what he or she wants to say or how it should be said.

Before starting the writing process, think about what you want to say and organize your thoughts in a logical order. Clear, readable sentences should follow easily when this step is carried out. Then, write logically. Avoid colloquialisms that are jarringly inaccurate. Write Naturally. Good media writers don't sound as if they are putting on airs or using words they wouldn't normally use. Your aim should be to write in a way that isn't artificial or strained, yet in a way that is professional, conversational, and not unduly influenced by either jargon or novelty. The best way to develop the naturalness of your writing is to read it out loud. Learn to trust your ear. Listen to determine whether your writing sounds stiff or awkward. If it does, revise it and read it again (Norman A, 1995).

Norman A (1995) further advises to eliminate Unnecessary Words and Phrases. To Trim away the fat words and replace them with lean ones. Empty phrases take up space. When we encounter a wordy phrase, look for a simpler way to express the thought. For example, the sentence. Avoid Redundancies. Redundant words add no meaning to a sentence because another word already has provided the meaning. Redundancy takes up space but offers nothing in return.

“Prefer Simple Words. Research shows that simpler and more common words make it easier for readers to understand a text. Researchers have found that messages averaging P/2 syllables a word are best for average readers. Writers need not fear that simple writing means writing simplistically. Important information and profound ideas still can be presented within that syllable limit. Use Contractions Carefully. Generally, contractions are appropriate for conversational speech and for informal writing, but not for formal writing. Contractions are rare in straight news stories and news releases for print media other than in quoted material, although they often are appropriate for the more conversational style of newswriting for broadcast media. Contractions generally are not used in other formal writing such as position statements, proclamations and editorials.

However, writers often use contractions in feature stories, broadcast scripts, brochures and promotional copy” (Norman A, 1995).

Avoid Creating New Words. Business and academic writers sometimes create new words for their own purposes. That process might be legitimate when the writer is dealing with an emerging field within science, for example. But too often the writer is simply seeking a shortcut, and the reader becomes confused or alienated. Avoid Unwanted Rhyme and Alliteration. After you've written something, we need to read it aloud to ourselves or have someone read it aloud to us. Listen for the cadence (the rise and fall of the voice), the meter (the patterned arrangement and emphasis of syllables), and the tempo (the pace) of the words. We should listen particularly for any alliteration (repetition of initial sounds of words) or rhyme (repetition of concluding sounds of words or phrases).

Use Short Sentence. The words of a news reporter vie for time and space with income-generating advertising, and the words of one writer compete for precious news space with those of other writers. Similarly, the need for brevity is true for public relations writers preparing news releases or internal copy (Norman A, 1995). Another prime reason for writing short sentences is that readability studies show they are more easily understood. Vary Sentence Structure. Effective writers seek simplicity while avoiding monotony. One way to accomplish this objective is to vary not only the length of sentences but also their structure, eliminating any unintended patterns. Not every sentence should be written in the subject verb-object pattern. Introduce phrases or clauses and arrange them in different places. Use compound and/or complex sentences, as well as parenthetical expressions. If appropriate, use an occasional single-word sentence or a sentence fragment. If variety is the spice of life, variety in sentence structure makes for lively reading.

“Prefer Active Voice. The term voice describes the relationship between the subject and the verb of a sentence. When we learn a language, we naturally use active voice, in which the subject is doing the action, as in Abdul read the book. Later, as we learn to vary sentence structure and manipulate our words, we learn how to revise our writing into passive voice, in which the action is being done to the subject” (Norman A, 1995).

Erica & Bruice (2006) says, when a public relation person writes, the writing need to Create Word Pictures. The words need to Show, not tell. That is the common advice for news and feature writers, public relations writers and advertising copywriters. Writing is most powerful when it demonstrates a fact and invites the reader to draw a conclusion, rather than when it interprets the situation for the reader. Effective writers provide concrete information so that readers can properly interpret the situation for themselves. Use an analogy. a comparison that uses imagery or familiar terms to explain unfamiliar concepts. Referring to something readers already know about helps them understand a complicated situation with which they may not be familiar. Writers approach analogies from the other end. They suggest the relationships, so they use their imagination to identify parallel relationships that can illuminate meaning.

Use the Right Word. Words that at first glance seem alike may have significantly different meanings. Good writers understand those differences and they write accordingly. Writers avoid words that do not provide specific information to readers. Effective writers use words, particularly verbs that forcefully make the point. Familiarity breeds contempt, or at least boredom. Clichés are familiar expressions overused to the point that they become weary and stale. Because clichés are predictable, they no longer carry much meaning. Rewrite Jargon. Jargon is specialized or technical language unfamiliar to average readers.

It can be appropriate when writing for people in the know, such as readers of a technical column or a specialized magazine. But, more often, writers are addressing people who are not highly informed on a given issue, and they must make "in" words and phrases meaningful to lay audiences. Faced with jargon, effective writers rewrite it using commonly understood words. Sometimes they use the word and then provide an easy-to-understand definition, or they avoid the technical term and simply use a meaningful paraphrase. What the writer should not do is simply put quotation marks around the jargon; it does no good to highlight jargon without providing a definition or paraphrase.

“Avoid Loaded Words. In journalistic situations, precision is essential. It matters a great deal—to both reporters and public relations practitioners. English has many words with similar definitions but vastly different—even opposing—meanings. Effective writers take great care in choosing words with the appropriate denotation and connotation” (Erica & Bruice 2006).

Avoid Pretentious Words and Euphemisms. Pretentious language uses words that are inflated to sound more impressive than the facts warrant. There is no real harm in such language; it even can be humorous. But writers approach this kind of self-important language carefully because it can obscure the real meaning for their readers. Pretentious language slows down readers, makes them work harder to understand the meaning, and causes them to become cynical. Pretentious writing can be a particular concern for public relations and advertising writers who, in their attempt to present a positive message, can slip into this style.

According to Erica and Bruice (2006) , a public relation officer regardless of the organization's interest he or she must write honestly. The use of doublespeak raises serious ethical issues. The Society of Professional Journalists holds its members to standards of intelligence, objectivity, accuracy and fairness. Codes of professional standards for public relations practitioners are more specific, calling for honesty, accuracy, truth and avoidance of false or misleading information. Advertising and marketing codes, reinforced by government requirements to protect consumers, also require standards of honesty. All communication professionals are called on to write with honesty and integrity. Use Inclusive Language. Media writers are most effective when their writing uses words and phrases that apply to everyone in their audience, with no unnecessary exclusion. Careful writers, therefore, favor terms that encompass many people. It helps the PR communicator avoid communication barrier and feeling of being excluded from the other side.

CHAPTER THREE

Research Methodology

3.1 Introduction

In this chapter the research process is described. Moreover the chapter describes the methods used in the collection and analysis of data for this investigation. The subject selection process, research methods, data collection, and measuring instruments used in this study are also discussed. This investigation would analyze the factors that affect the effective communication strategies and language use at Ethiopian Airlines .It focuses on PR officers at Ethiopian Airlines and Journalists working at Fana Broadcasting corporate, Ethiopian Broadcasting Corporate, Arts TV, L TV, Nahoo, Ethiopian Press Agency, Ethiopian News Agency, The reporter and Fortune newspapers. For the purpose of this study, a survey method was employed. Even though the selection of research design depends on the nature of the study, there is an increasing importance of using both qualitative and quantitative methods as a research strategy. Quantitative technique was used to analyze the data gathered by questionnaire. The data obtained through interview was organized and analyzed by qualitative method. The chapter also explains the methods of data collection, such as sampling, individual in-depth interviews, and self-completion questionnaire. In order to meet the objective of this research, the researcher has customized this approach to explore the appropriate communication practices and data to be collected in the organization. In addition to that the researcher opt a qualitative approach using in depth interviews conducted with key informants to find out the required information in details that help to understand the behaviour prevailing in Ethiopian Airlines Public relations.

3.2 Research methodology and design

As it is indicted earlier, the research focuses on investigating communication strategies of Ethiopian Airlines and language use in all forms of its publications. Therefore, based on the research questions, the research employed both quantitative and qualitative research method as it is best suited to answer research questions. In mixed research, the overall strength of the study is greater than either qualitative or quantitative methods.

3.2.1 Qualitative method

One of the research method I used was made on the basis of the qualitative research method. Qualitative method can help to understand the day to day professional tasks and related problems of PR officers. When the aim is to understand the “insider’s” perspective, a quantitative design is just not the way to go, one requires a holistic and inductive approach which provides the opportunity to develop a descriptive, rich understanding and insight into the individual’s beliefs, concerns, motivations, culture, aspirations, behavior and preferences. The researcher’s preference of Qualitative research method is concerned with the interpretation of subjective meanings, personal description of the organizational context and individual understanding of each PR officers at Ethiopian Airlines.

Therefore, selected PR officers from Ethiopian Airlines and were interviewed to analyze the general activity of the PR focusing mainly on communication strategies and language use.

3.2.2 Quantitative method

In order to get responses on the communication activities and language of Ethiopian Airlines from the perspective of journalists working in different media the study used mainly quantitative method. Quantitative research gives high infuses to descriptive analytical breadth of coverage and produces data in the form of numbers that can be aggregated and analyzed to describe and predict relationships .It is quiet true that statistics gives an opportunity to generalize. Quantitative technique was used to analyze the data gathered by questioners.

3.3Data collecting instruments

Since this is descriptive study, interviews was used to collect the needed information from selected PR officers at Ethiopian Airlines as part of qualitative method. In this case using questioners can show the perspectives of journalists who always engage with Ethiopian Airlines PR and compare and contrast the factors that may be seen as barriers between the two variables in their day to day activities. In doing so, the researcher believes that the objective nature of the paper was maintained by distancing the researcher and the PR

officers and also between the researcher and selected journalists from different media. . In order to have a reliable outcome in any study, the paradigm factors such as objectivity are important. Qualitative research method, in this case structured and unstructured interview of PR officers to get the intended information which can help answer the research questions.

3.4 Target Population

For the purpose of the study, the researcher focuses on the Public relation Department of Ethiopian Airlines. The Department has three teams with in it. The Media relation team, the social media team and the event organization team. The media relation team is mainly responsible for any announcement and releases for the public and the media. The social media team works on maintain the relationship between the company and the public and the media through different social media channels that the company uses. The even organization team is responsible for events that are organized and planned aiming at engaging the public and the media. From the above stated team of PR at Ethiopian airlines, officers who can represent all the teams were included. Moreover, as the study used Questionnaires to gather data from journalists, selected broadcast and print Media were included in the study.

3.5 Sampling method

For the Interview participants were selected from all teams under Ethiopian Airlines PR purposively to represent each team. One from a social media team and two each from media relations and event organization team, a total of 5 individuals were selected for the interview. The researcher based this selection on their better work experience and leadership position so as to get rich personal and professional thoughts and insights on the interview questions raised. The researcher believed these participants because they have the stated characteristics that are believed to make them especially good sources of information.

For the Questionnaire distributed for journalists, Participants were also selected purposively based on the trend that the PR has in its communication with media houses. The researcher has a prior knowledge that Ethiopian Airlines PR has lists of Media (both broadcast and Print) and Journalists who are frequently represent each media whenever there is a media briefing or an event. So, the researcher believed that those media houses

and journalists who had years of relationship are best and reliable sources and better selections to answer questions that this research raised on the overall communication strategies, practical limitations and other issues raised regarding the media and Ethiopian airlines Public relations.

3.6 Sample size

For the purpose of the interview, five participants were included. Each participant represents his/her own team and role in Ethiopian Airlines Public relations. Two interviewees were from the Media relation team, two interviewees were from the event organization team and one was from the social media team. The reason that there was only one interviewee from the social media team was there are only two public relation officers and one is the researcher himself. Through the data gathered through questionnaire, a total of twenty four Journalists were included. Nine different broadcast and print media were participated reach represented by three journalists. Journalists were selected considering their accessibility and convenience to the researcher. I contacted journalists personally in their organization and apprise them of the purpose for which the questionnaire could be used for prior to administering the questionnaires. So they completed it within twenty minutes and returned on the spot.

From the Ethiopian Airlines Public relation side, one communication officer, one senior I communication officer, Two Senior II communication officers and one Team leader were among the samples selected for interview Samples taken from nine different media were all reporters. As it is stated previously, the researcher selected those reporters from each media, based on the frequent contact and exposure they had with activities that Ethiopian Airlines PR gives to Media.

3.7 Data collection process

3.7.1 In-depth Interview

Public relation officers at Ethiopian airlines were interviewed separately; interview questions which focused on the overall communication strategies, social media activities, media relations and other related issues of the PR that can highly help get the insights of each individual. The researcher believed that interviewing these Public relation officers who are directly participating on the communication activities and media relation tasks of

the airline would be the best method to achieve the intended goal of the research. Participants were contacted two days prior to their pre-determined interview date with a reminder to complete the pre-interview preparations and confirming the time and location of the interview. Individual semi-structured interviews were conducted in order to thoroughly capture the rich and unique experiences of each public relation officers. The researcher believed that through the intensive and well performed in-depth interviews the participants provided detailed and elaborated data concerning their own opinions, values, motivations, recollections, experiences, and feelings.

3.7.2 Questionnaire

The researcher also administered a close-ended type of questionnaires for twenty four journalists with in nine different broadcast and print media. As stated previously, questionnaires were distributed for those journalists considering their frequent exposure of media related activities of Ethiopian Airlines Public relation and accessibility while the questionnaire was being administered. To get additional and detailed views of each journalist, they were allowed to add more if they feel that additional opinion had to be given. In all institutions journalists were asked to fill questionnaires at the spot after giving explanation about the project and return almost completed questionnaires.

3.8 Data analysis methods

Communication processes can be managed (they are independent variables), and processes that facilitate dialogue among managers and publics also can contribute to managing organizational behaviours. Public relations people cannot manage organizational behaviours by themselves. Rather it depends on the relationship that the PR has with media and the Public. Dialogue among the Management and public relation officers and between the Public relation and the media in turn, can produce long-term relationships characterized as communal relationships that result in higher levels of the indicators of the quality of a relationship. Trust, mutuality of control, commitment, and satisfaction. Relationships also are affected much more by the behaviour of management than by one-way messages sent out by public relations or advertising people.

The coding of the messages to create categories of analysis follows the common system used in content analysis studies. The coding considers the theme, sources, nature, and forms of the messages. Under each category, the data gathered through Questionnaires and

interviews were systematically presented and analysed to yield justifiable generalization of the study. The nature of relationship among Ethiopian Airlines public relations practitioners is one of the three major thematic categories that this study would discuss. How Ethiopian Airlines Public relation officers process and deliver the public relations information would be analysed. The independent variables, therefore, are communication activities conducted by public relations departments and management behaviours that result from strategic decisions. The key dependent variable is relationships between the management and the public relation and the relationship between the public relation and the media.

Work experience, general perception of the Public relation activities, current position of each PR officers, personal and professional insights of each respondent were considered to analyse data gathered from interview. Journalists back ground, the media type, the personal and professional experiences of each journalists and additional insights was considered to analyse the data gathered from Media professionals.

Relationships do influence dependent variables farther down the causal chain, such as reputations, images, attitudes, and brands. But these variables also are affected by other variables outside the control of public relations such as Management decisions, the media interest, the market influence or corporate behaviours over which public relations has little influence.

Chapter Four

Data Analysis and Discussion

4.1 Introduction

In this chapter a big effort is made to present and analyse the data collected relating to the theories discussed in the review of related literature in connection with research questions and the objective of the research. The discussion with all parts focused on communication practices and strategies and language use employed by Ethiopian Airlines Public relations. As clearly stated in chapter one the objective of the study is to explore the communication practices and strategies and Language use of Ethiopian Airlines PR, The researcher findings in the study are presented and resulted from the following methodological approaches, i.e. in depth interview with PR officers at Ethiopian Airlines and Journalists selected from different media.

4.2 Respondent Characteristics

Table 1 Gender of Interviewees

Gender	Frequency
Male	4
Female	1
Total	5

The issue of gender was important in the study as it would indicate whether there was gender balance in the responses given. On gender the analyses of the findings were as follows: According to table 1 the total number of males who responded were 80 % while female were 20 % from the study it can be concluded that the number of men exceeds the number of female PR officers.

Table 2- Age limit of Interviewees.

Age Category	Frequency	Male	Female
20 -30	1	-	1
30 -40	4	4	-

40 -50			
50- 60			

Table two shows the age limit of Public relation officers between the age of 20 -30 is 20% and the rest of the PR officers are between the age limit of 30 – 40 which is composed of 80%. Therefore, the study can be concluded that who responded the interview question from the age group was (30-40).

Table 3 Level of Education.

Level of Education	Frequency	Male	Female
College Diploma	-	-	-
First Degree	5	4	1
Second Degree	-	-	-
Total	5	4	1

Table 3 shows that the level of education of the communication officers of public relation department of Ethiopian Airlines Public relations. According to the analysis, it was clear that all of the public relation officers were university graduates with a percentage of 100% ,4 males and one female PR officers.

Table 4. Area of specialization

Area Of specialization	Frequency	Male	Female
Journalism and communication	2	2	-
Language and literature	2	1	1
Other social sciences	1	1	-
Others	-		
Total	5	4	1

This data tells us that the majority of PR Officers (PROs) are qualified (first degree level) the respondents (40%) studied language and literature, 1 of them is male and 1 female. While 2 of them (40 %) majored in Journalism and communications, 1 of them is male and 1of them is female. Only 1 of the PR officers (20%) has studied other social science, 1 male in number. From the above table, it can be concluded that more than half of the public relation officers are not graduates of Journalism and communication. The office

also has an officer who studied other social science field which is totally out of communication.

Table 5. Years of experience as a Public relations Officers.

Experience as public relation officer	Frequency	Male	Female
1 -2 years	1		1
3-4 years	3	3	-
5-8 years	1	1	
9-10	5	4	1
Total	10	8	2

Table 5 shows that most of the public relations officers at Ethiopian Airlines are with less work experience as a PR officer with a maximum of 3 years consisting of 60 %. The Only male public relation officer with better work experience is 6 years, composing 20% of the total number of PR officers.

4.3 Data Analysis and Discussion of In-depth Interview

In this part, the researcher discussed the interview responses of Ethiopian airlines public relation officers regarding the research questions raised. The interview questions were focused on communication strategies, media engagement, internal communication, the role of the CEO and language aspects of the social media they run and press releases. The researcher interviewed 5 public relation officers at the corporate communications office. The interview was conducted face to face with a recorder on hand to make sure that the researcher noted their responses properly. All the questions were open ended so that respondents could add more on each issue. For the purpose of the interview, interviewees were given Codes based on their seniority. Therefore, the code given to the Most senior officer is “S1”. For the second senior with 3 years of experience code “S2” was given. There were two PR officers having the same two years of work experience. For these PR officers “S3A” and ‘S3B” were given. For the last PR officer with year work experience code ‘S5” was given. In the internal carrier structure of the company only sample “S1” is a team leader. The rest of the respondents are PR officers.

4.3.1 In-depth Interview Questions focusing on Communication strategies

The first question the researcher raised was If they know the communication strategies of Ethiopian airlines. Three of them (S3A, S3B & S35) do not know exactly the communication strategies at all. One of them (S2), told the researcher that unless he reads the written document he can't 'explain. The last respondent (S3 B) explained that the communication strategy is driven from the corporate strategy of the Airline. The PR team did not participate while those strategies were being drafted. As a result, he had no idea on what the communication strategies are. One respondent (S1) said, *“using the media as a communication tool and having healthy relationship with the media are some of the communication strategies.”* The above responses of interviewees is presented in percentage

on the below table.

Table 6 Responses for Interview question 1.

Do you know the communication strategies	Frequency
YES	1
NO	4
Total	5

Interviewees were asked them if there are planned, organized and consistent implementation on communication strategies. (S2 & S5) responded *“YES, the implementation of Communication strategies are consistent, planned and organized”*. To the contrary, three of them think that there is disorganized, un planned and inconsistent implementation of Communication strategies. The below table shows responses in percentage.

Table 7 Responses for Interview question 2.

Is there planned and consistent implementation Communication strategies	Frequency
YES	2
NO	3
Total	5

The above table shows that 40% of the interviewees think that there is consistent and planned Implementation of communication strategies at Ethiopian Airlines PR. The rest 60% think the Implementation of communication strategies are not planned and consistent. The researcher raised a question, if they feel that they are a professional public relation officer. Three of the respondents (S1, S2 & S4) believed that they are professional public relation officers. One of them (S3A) said, *“I am not fully professional. I know part of it”*. The last respondent (S3B) does not totally feel that he is a professional public relation officer. Their responses are presented in percentage in the below table.

Table 8 Responses for Interview question 3

Do you think you are a professional PR officer?	Frequency
Yes	3
No	2
Total	5

The researcher questioned them if they can make professional decisions on the Communication activities of the PR by themselves. Except one respondent (S1) who is at a team leader position, four of them responded that they have no such professional freedom to take necessary actions or make decisions on the communication activities of the PR. This data is presented in percentage on the below table.

Table 9 Responses for Interview Question 4

Do you personally make professional decisions	Frequency
Yes	1
No	4
Total	5

Three of the respondents (S2, S3B & S4) said they don't make environmental analysis to make necessary amendments on the communication strategies. One of them (S3A) rarely makes it. The last respondent (S1) said *“I always do that.”*

Table 10 Responses for Interview Question 5

Do you make environmental analysis to make your communication strategies better?	Frequency
Yes	1
No	3
Rarely	1
Total	5

Interviewees were asked what they think about the management’s attitude to journalists. One of them (S1) said, *“The management is open for journalists”*. The other respondent (S3A) said, *“the management looks at journalists as partners.”* The third respondent (S2) said, *“the management has positive attitude to journalists”*. The fourth respondent (S5) said, *“the management believes that journalist must be engaged more.”* The last respondent (S3B) said, *“The management needs journalist when there is a crisis or something negative. The management has not done enough on building relationship. It must do more on that.”*

The researcher asked interviewees if there is a press release checklist and if they check the news worthiness of it, whether it interests the media or not. They all (S1, S2, S3A, S3B, S5) replied there is a check list and they believe that from their own perspective every press releases they send is news worthy and interesting to the media.

Table 11 Response for Interview Question 6

Do you have a press release check list and check the news worthiness of it?	Frequency
Yes	5
No	-
Total	5

The researcher raised a question if the PR officers send feature articles to the media. Two of the respondents (S2 and S5) do not know if they do or not. One of the respondents (S1) said *“We do send feature articles”*. One of them (S3A) responded, *“We sometimes send feature articles, very occasionally. Those articles are focused on promotion not content”*. The last respondent (S3B) said *“there are no feature articles send to the media.”*

Table 12 Response given for interview question 7

Does the PR send feature articles to the Media?	Frequency
Yes	2
No	1
I don't know	2
Total	5

Interviewees were asked if the PR has designated and professional photographer. All of them (S1- S5) responded “NO”.

Table 13 Responses given for Interview question 8

Does the PR have a Professional Photographer?	Frequency
Yes	-
No	5
Total	5

The researcher asked interviewees how often they prepare media events. (S5) responded “I have no idea about it”. The second respondent (S2) responded “there is one media day per Year”. The third one (S3A) responded saying “We arrange media event when it is necessary”. The fourth respondent (S1) said “there is one press conference day with in a year and it was just started last year. The last one (S3B) told me “media event is arranged when it is necessary.” Below are the responses presented in a percentage.

Table 14 Responses given for Interview Question 9

How often does the PR arrange media events?	Frequency
Every year	2
When necessary	2
I don't know	1
Total	5

Respondents were asked if the PR takes feedback from the media regularly and consistently to make amendments or take lessons on its communication activity. One of them (S5) said “feedbacks are not taken from the media at all.” Another respondent (S2) said “We do takes feedbacks.” The third respondent (S3A) replied, “Not always but

rarely”. The fourth respondent (S1) said, “yes we take feedbacks from the media but only on the Media day which is held annually”. The last respondent (S3 B) said “the PR does not take from media consistently and regularly. More dialogue must be done than email conversations with media. He added “using only outlook as a means of communication with media makes them passive. There has to be a dialogue arranged every time”. The above responses are presented in the below table.

Table 14 Responses for Interview question 10.

Does the PR take feedbacks from the media?	Frequency
Yes	1
No	2
Rarely	1
Once a year	1
Total	5

Respondents were also asked if they make researches to sort out gaps between Ethiopian Airlines PR and the media. None of them have done that. The Researcher raised a question about selling success Stories to the media. They all responded that the success stories they send to the media is mainly focused on the company level. Issues like profit and greater performance. They all agreed that success stories of employees have never been written or presented in any way. The researcher asked how PR officers at Ethiopian Airlines generally rate the relationship between Ethiopian airlines and the media. The first respondent (S5) replied as “Very good”. The second one (S2) said, “there is perfect relationship between Ethiopian airlines and the media. However, we must work on engaging domestic media more.” The third respondent (S3A) said, “I better rate it average. Because they usually complain that we are not accessible to them when they needed us”. The other respondent (S3B) said “there is excellent relationship”. The last respondent said, “There is good relationship. But this is not the result of the effort at PR. It is the nature of the aviation industry. As Ethiopian airlines is the only state-owned aviation in the country, whenever the media need such information, they come to us. But as a PR, we have not done enough to have a long-standing relationship with media. We should not always focus on publicity. We should also work on relationships . Stakeholder

empowerment effort is so little. We must also consider stakeholder perspective while formulating corporate strategy''.

“Whose interest do you put first, the company’s or the media”? why?” This was another question I raised to them. (S3 A and S5) responded “*We always put first the interest of the company, because we are paid here.*” (S1e, S2 and S3B) replied the same saying “*because we work for the company*”. The below table Presented responses in percentage

Table 15. Responses given For Interview question 11.

Whose interest do you put First?	Frequency
The company’s	5
The media	-
Total	

The Researcher asked Respondents if they give timely response to the media. The first respondent (S5) “*I have no idea about it.*” The second one (S2) believes that timely response is given to some extent. The third respondent (S3A said, “*There is no timely response to the media. Since the PR staff is not adequately empowered even at manager level, there is always delayed response due to too many back and forth communication. We tend to give quick responses to western media requests like Richard Quest*”. The fourth and the fifth respondents (S1 & S3B) responded that “*timely responses are given as much as possible.*” The above discussed responses are presented in the below Table.

Table 16 Responses given to Interview Question 12.

Does the PR give timely response to the media?	Frequency
No	1
To some extent	1
As much as possible	2
I don’t know	1
Total	5

The researcher raised a question on what the PR officers at Ethiopian Airlines do personally to develop their own professional skills. Respondent (S3A) replied “*except my own personal readings, the company’s effort to help us upgrade is so little*”. The rest also

replied that they do their best to know more. However, the company’s effort is less. The second part of the interview was focused on the social media. PR officers were asked if there are formal company guideline for the social media. Three of the respondents (S3A, S3B and S1) said no idea about it. One of them (S2) said “*yes there is a formal guide line*”. The last respondent (S5) replied “*there is no formal guide line of the social media.*” The below Table Presented the responses discussed earlier.

4.3.2. In-depth Interview Questions focusing on Social media

Table 17 Responses given for Interview Question 13.

Does the PR have a guideline for the use of social media?	Frequency
Yes	1
No	1
I don’t know	3
Total	5

PR officers were also asked if they use the social media to show the human part of the company beside the usual business promotion. All of them agreed that not much has been done on that. But, activities like planting trees and the charity activities that the company had been through were posted on the company’s social pages. (S5).

The researcher raised a question on how often the PR team engage with bloggers and other Online influencers who have potential to shape the Public’s opinion. The first respondent (S5) said ‘*We try to engage but they few.*’ The second respondent (S2) said, “*We just starting to do so now with a program called influencers program*”. The rest three respondents (S1, S3A and S3B) had no idea on this. In percentage, the below table describes the responses discussed earlier.

Table 18 Responses given for Interview Question 14.

Does the PR engages with bloggers and online influencers	Frequency
Yes	2
No	-
I don't know	3
Total	5

The last question the researcher raised concerning social media was how they monitor it. All respondents replied “*We use a software called ‘Dgmind’ to see what’s being said about the airline in different social media platforms.*”

4.3.3 In-depth Interview Questions focusing on Internal Communication Strategy.

The third part of the interview was focused on internal communication. PR officers were asked if the PR takes issues or thoughts raised by employees back to the management. They all agreed that the PR is not doing that. They all believe that upward communication is not encouraged by the management. One respondents (S3A) said, “*there is only one-way communication. We don’t gather employees’ thoughts and send it back to the management. The PR is not playing its role as a bridge. Practically there is no upward communication*”.

The researcher asked PR officers the kind of internal communication they practically use. They all responded that “*the PR uses electronic way of internal communication which is email among employees.* There is no much face to face or print communication internally. They said rely on email communication.

The fourth part of the interview was regarding the role of the CEO and higher management on the overall communication activities of the PR. The researcher asked if they think there is a communication gap between the CEO and employees due to some communication failure. Four of the respondents agreed that there is still communication gap. One of them (S1) said, “*that gap is now narrowed.*” The below table shows the responses given earlier in percentage.

4.3.4 In-depth interview questions focusing on the role of the CEO

Table 19, Responses given for Interview Question 15

Is there communication gap between the CEO and Employees	Frequency
Yes	4
No	1
Total	5

PR officers were also asked the effects of the CEO not being active user of social media, on the activities of the PR. (S1) said, *“even if the CEO does not have official pages, I believe that he is active user of social media”* (S2) said *“emails he frequently sends shows that he consistently checks out what’s being said”* (S3A,S3B and S5) raised similar points. (S5) said *“His page is not known officially but he is using it effectively”*. Similarly, (S3A) said, *“even if he has no known official page, he is using the company’s social pages to say what he wants to say”*. Generally, the below table presented respondents thoughts on this issue in percentage.

Table 20 Response given for interview question 16.

Does The CEO being not active user of social media affects the communication activity of the PR/	Frequency
Yes	-
No	5
Total	5

The researcher raised a question if the PR officers think that the CEO or the higher Management are easily accessible for employees and the media. Except one respondent (S1), The rest of the interviewees believed that either the CEO or the higher management are not easily accessible.

Table 21. Responses given for Interview question 17.

Is the CEO/Higher management easily accessible for employees and Media?	Frequency
Yes	1
No	4
Total	5

PR officers were also asked whether the higher management is supportive of the communication activities of the PR. Three of the respondents (S3A, S3B & S5) think the management are not supportive that much. Two of the respondents (S1 & S2) believe that the management and the CEO are supportive and want to engage more with the media.

Table 22 Responses given for Interview Question. 18

Is the CEO/Higher management supportive for the PR team?	Frequency
Yes	2
No	3
Total	5

Four of the respondents (S2, S3A, S3B and S5) replied “NO” when they were asked whether the CEO meets the PR team regularly or not. Only Respondent (S1) replied that the CEO meets the PR team regularly.

Table 23 Responses given for Interview Question 19

Does the CEO meet the PR team Regularly?	Frequency
Yes	1
No	4
Total	5

Again, four of the respondents (S2, S3A, S3B and S5) believed that the CEO and higher management have no confidence on the potential that the PR team has, when they were asked so. Only respondent (S1) said “the CEO and the management have great confidence on the PR team.

Table 23. Responses given for Interview Question 20.

Does the CEO/Management has Confidence on the PR team?	Frequency
Yes	1
No	4
Total	5

The last question raised to the PR officers regarding higher management was, if the company has the best spokesperson or not. The first respondent (S5) said, “The company has no spokesperson”. The second respondent (S2) said The PR manager is the company’s spokesperson but with very limited access to the media. The third respondent (S3A) replied, “If the spokes person is the CEO, then I can say we have a good spokesperson”. The last two respondents (S1 and S3B) said, “the spokesperson is the CEO and he is the best”.

Table 24 Responses given for Interview Question 21.

Does Company has the best spokesperson?	Frequency
The company has no spokes person	1
The PR manager is the spokesperson and He’s the best	2
The CEO is the spokesperson and He’s the best.	2
Total	5

4.3.5 In- depth Interview Question focusing on Integrated Marketing communication For a question raised related with integrated marketing communication, Respondent (S2) Said “*the PR is just on an infant stage for such communication techniques.*” The rest of the respondents replied similar response saying the Airline is just beginning integrated marketing communication.

Table 25. Responses given for Interview question 22

Does the PR use Integrated marketing communication?	Frequency
Yes	-
No	-
Rarely	5
Total	5

The last interview part was concerning language use. Interviewees told the researcher that the PR does not consult or give a chance to an external (professional) editor to look at the articles or professional press releases for necessary comments and corrections.

4.3.6 In- depth Interview Question focusing on Language use

Table 26. Responses given for Interview question 23.

Does the PR involve external professional editors to look in to the language aspects of a release?	Frequency
Yes	-
No	5
Total	5

Even if there is organizational form and style for a press release, responses from interviews showed that there is no specific guideline on word limit, page limit, headline selection and other crucial language aspects.

Table 27 Responses given for Interview Question 24.

Does the PR have guidelines for language aspects like word limit, page limit, head line selection and others?	Frequency
Yes	-
No	5
Total	5

The researcher asked PR officers if they release different press releases for different media types. All PR officers responded that there is only one press release for all types of media.

Table 28. Responses given for Interview question 25.

Does the PR prepare different press release for different media types?	Frequency
Yes	-
No	5
Total	5

The research asked PR officers if they use Pictures in the press release sent to media. Responses of (S1, S2, S3B, and S4) showed that Pictures are not used in the press releases. Respondent (S3A) said *“Pictures are rarely used in the press releases, if Available.”*

Table 29. Responses given for Interview question 26.

Does the PR use Pictures in the press releases?	Frequency
Yes	-
No	4
Rarely	1
Total	5

The last interview question raised for PR officers was if they set the purpose of a press release before it is released. Three of the respondents (S2, S3B & S5) replied *“we don’t set the purpose of a press release before we sent it”*. The rest two (S1 & S3A) said *“objectives of the release are set before it is disseminated to media.”*

Table 30 Responses given to Interview Question 27.

Do you set the objective of a press release before it is disseminated?	Frequency
Yes	2
No	3
Total	5

4.4 Data Analysis and Discussion of Questionnaire

A close – ended questionnaire type was distributed to journalists and reporters who are working at 3 government, 5 Private and 1 share company media. At the end of the ‘‘YES’’ or NO’’ Questionnaire type, Journalist were asked to add any opinion they have on each question raised. For the sake of confidentiality of the data I gathered and to keep the respondents anonymous, each respondent was given code. For instance, respondents from ‘‘Fana broadcasting corporate were coded as ‘F1’, ‘F2’’ and ‘F3’’. Respondents from ‘‘fortune Newspaper’’ were coded as ‘FO1’, ‘FO 2’’ and ‘FO 3’’. Such codes were given for each respondent from each media houses. Below are tables showing details of Individuals and organizations from different aspects.

4.4.1 Respondents’ Characteristics

Table 31. Gender variance of Respondents

Gender	Frequency	Percentage
Male	15	62.5%
Female	9	37.5%
Total	24	100%

From the above table, it can be concluded that much of the respondents participated in the questionnaire was males. Number of female journalists were found less in the case of this study.

Table 32 Media Types participated in the questioner.

Media Type	Frequency	Percentage
Broadcast	5	55.5%
Print	3	33.3%
Information Centre	1	11.1%
Total	9	100%

The above table showed that most of the participants are journalists from broadcast media. The researcher believed that as the PR mostly engages with broadcast media houses, substantial information would be gained. Two print media were participated, both are

highly influential business newspapers. One media is an information centre which always attend media briefings and receive press releases of the Airlines.

Table 33 Age Variance of respondents.

Age Limit	Frequency	percentage
23-30	9	37.5%
31-40	12	50%
41-60	3	12.5%
Total	24	100%

The above table shows that most of the journalists participated in the questionnaire are between the age of 31- 40. Those who are between the age of 23-30 are the next higher number participated. Journalist above the age of 40 are few in number related with the rest age groups. The researcher believed that more than half of the participants are in the age level of having significant work experience and exposure.

Table 34 Educational background of Respondents

Educational level	Frequency	percentage
Diploma	2	8.33%
First degree	18	75%
Second Degree	4	16.66%
PhD	-	-
Total	24	100%

The above table shows much of the respondents were university graduates. The next higher in number were with second degrees in the field. Those who were with college diplomas were few in number. The researcher believed that as most of the journalists had the expected educational level, the data gathered would be rich and substantial.

Table 35 Ownership type of Media participated

Ownership	Frequency	Percentage
Government	3	33.3%
Private	5	55.5%
S.C	1	11.1%
Total	9	100%

The above table indicated that this research tried to participate and get thoughts of all media types on the issues raised in the study. Responses given for each question is discussed below.

4.4.2 Analysis and Discussion of the Questionnaire

Table 36 Responses given to Questionnaire 1

Ethiopian Airlines PR is positive and cooperative to the media.	Frequency	Percentage
Yes	6	25%
No	12	50%
Rarely	6	25%
Total	24	100%

From the above table it can be concluded that, half of the respondents believed that Ethiopian Airlines PR is not cooperative and positive to the media. 25% of the respondents responded that cooperativeness happened rarely. The rest 25% responded that the PR at Ethiopian Airlines is cooperative and positive to media. Generally, it can be concluded that participants were not satisfied with the cooperativeness of Ethiopian airlines Public relations.

Table 37 Responses given for Questionnaire 2

Ethiopian Airlines PR regular accepts feedbacks from the media.	Frequency	Percentage
Yes	3	12.5%
No	16	66.6%
Rarely	5	20.8%
Total	24	99.9%

From the above table, It can be concluded that More than half of the respondents replied Ethiopian Airlines PR does not accept feedbacks from the media side, these respondents consist 66.6% of the total respondents. 5 respondents consisting 20.8% of the total participants replied that Ethiopian airlines PR rarely accepts feedbacks. 12.5% of the participants in the questionnaire who are 3 in number replied “YES”.

Table 38 Responses given for Questionnaire 3.

Ethiopian airlines PR gives timely response for the media.	Frequency	Percentage
Yes	-	-
No	20	83.3%
Rarely	4	16.6%
Total	24	99.9%

From table 38, It can be said that significant number of media professionals did not get timely response from Ethiopian Airlines PR. Only 4 journalists replied that PR rarely gave timely response. None of the Participants in the questionnaire replied that Ethiopian Airlines PR gives timely response.

Table 39 Responses given for Questionnaire 4.

The CEO and Higher management of Ethiopian Airlines are easily accessible for media.	Frequency	Percentage
Yes	3	12.5%
No	18	75%
Rarely	3	12.5%
Total	24	100%

Data from able 39 indicated that 75% of the participants, who are 18 in number replied that either the CEO or higher management of Ethiopian airlines are not easily accessible for media. 3of the respondents that are 12.5% replied that the CEO or other higher management Ethiopian airlines are rarely accessible for media. The rest 12.5% of the participants said Both the CEO and higher management of Ethiopian Airlines easily accessible for the media.

Table 40 Responses given for Questionnaire 5.

Press releases of Ethiopian airlines PR are news worthy.	Frequency	Percentage
Yes	3	12.5%
No	18	75%
Rarely	3	12.5%
Total	24	100%

From the above table, It can be concluded that the majority of the respondents found the press releases of Ethiopian airlines PR not newsworthy from professional perspective of theirs. These respondents consist 75% of the total respondents. 3 respondents who are 12.5% of the total respondents rarely found press release of Ethiopian airlines being not news worthy. The last 3 respondents who are again 12.5% of the total participants found press releases of Ethiopian airlines news worthy.

Table 41 Responses given for questionnaire 6

Ethiopian airlines PR offers equal access and treatment for all media.	Frequency	Percentage
Yes	6	25%
No	18	75%
Rarely	-	
Total	24	100%

Data from table 41 indicated that 75% of the respondents did not fell that equal access and treatment is given by Ethiopian airlines PR for all media. Only 6 out of 24 respondents replied there is equal access and treatment for all media types.

Table 42 Responses given for Questionnaire 7.

PR officers of Ethiopian airlines are Courteous, professional and friendly.	Frequency	percentage
Yes	3	12.5%
No	9	37.5
No response	-	
Total	12	50%

Responses from table 42 indicated that half of the respondents were not able to comment on the mentioned qualities of PR officers at Ethiopian airlines. Three respondents that consist 12.5% of the total participants replied that PR officers at ethiopia airlines are Courteous, professional and friendly.

Table 43 Responses given for Questionnaire 8.

Inappropriate language and error are often observable on the publications of Ethiopian airlines PR.	Frequency	Percentage
Yes	9	37.5%
No	-	-
Rarely	15	62.5%
Total	24	100%

The above data showed that 37.5% of the respondents often found inappropriate language use and error on the publications of Ethiopian airlines PR. 15 of the respondents that consist 62.5% of the total participants replied that they rarely observe inappropriate language and error on publications of Ethiopian airlines PR.

Table 44 Responses given for Questionnaire 9.

Access to information could be easier for the media if the CEO has Official social media pages.	Frequency	Percentage
Yes	24	100%
No	-	-
Total	24	100%

Data from Table 44 indicated that all participants agreed on the need for official social media page for Ethiopian airlines CEO for better and suitable access of information for the media.

CHAPTER FIVE

5.1 Summary Conclusion and Recommendations

The objective of this study was to investigate the effectiveness of communication strategies implemented at Ethiopian airlines PR. It also focused on sorting out problems observed regarding language use of the PR.

From the in-depth interview with PR officers at Ethiopian Airlines, the research found out that more than half of the officers do not know what the communication strategies are and it was also difficult for them to suggest on its implementation as they did not have clear idea about it at all. The research also figured out that communication professionals are not part of communication strategy formulation of the airline. Respondents also revealed that the implementations of communication strategies are not consistent and organized at most cases. The research also found out that some PR officers have no confidence on the personal and professional efficiency as a PR officer. It shows that the communication activities being done by some who think they are not the right person for the job. In the in-depth interview, researcher had learned that the management of Ethiopian airlines uses communication strategies focusing only on Publicity. Moreover, this research figured out that PR officers at Ethiopian airlines are not empowered to make necessary and professional decisions on the daily tasks they engage. This resulting lack of interest and motivation on daily activities. Data from the interview shows that the communication strategies are being used to maintain long standing relationship with the media.

PR officers at Ethiopian Airlines also don not have the trend of making environmental analysis to strengthen the communication strategies of the airline. As I stated in chapter two, one of the qualities of effective communication strategy is looking around the needs and interests of others outside our company for better engagement and to be able to address needs of other. In this regard, the research found out that none of the PR officers had such an effort. The result of the in-depth interview also shows, the PR is weak at preparing feature articles to the media. The PR has no professional photographer which indeed resulted pictures with low or below the standard quality.

The study also found out that, the management does not have good attitude to journalists and is not cooperative unless it is in a certain crisis which need media cover. Data shows

that even in such hard times of the company, the management is not open enough to the media releasing information needed to be known by the public. The number of press conferences given within a year is only one. Within such company which a big brand known worldwide and having to many issues raised often, one press releases a year is another weakness from the PR side.

The data from the interview shows that the PR is weak at taking feedbacks from the media for better implementation of its communication activities. PR officers at Ethiopian airlines have not done any research to sort out gaps between the media and the public relations. Because of these reasons, the interviewees themselves believed that they have unhealthy and poor relationship with the media. Data gathers from the media houses also shows that the PR does not seem willing and active on looking at feed backs and corrective measures being suggested from the media. Better ideas and constructive opinions from journalists seem unattended and left out unpractised.

All PR officers believed that they should always put the interest of the company at all time. According to the data from the interview, there is no way they try to consider the interest of the media as a professional public relation officer. Delayed responses to the media was also another finding of this research. According to some of the PR officers, the PR treats and gives more access to western media than the local ones. Data shows that more must be done on engaging the domestic media. Though some PR officers said news worthiness of a certain release is checked, data collected from media proved the opposite. Journalists and editors participated in the questionnaire said that most press releases of the PR at Ethiopian airlines are not news worthy, rather best fit for internal communication purpose or tips for the social media.

The study also found out that little has been done by the company assisting PR officers develop their professional skill. As stated in Chapter Two, It is a must for a PR officer to engage with continuous professional development trainings as to go along with current trends in the field. Data found that the Company lagged behind on assisting its PR officers develop their efficiency and get up to date knowledge and skill on their daily tasks. The PR also has not done enough engaging online influencers in its communication strategy. Except using a software called “Dgmind” for social media monitoring. The PR does not use any other ways of monitoring the social media platforms. Data also shows that As the PR is going along without a professional and designated photographer; Pictures are

sometimes below the expected quality. Because of this, The PR is not able to achieve expected goals in this specific aspect. Low quality pictures are considered as Unprofessional and inefficient way of disseminating information to the media or public.

According to data gathered, almost all PR officers do not engage themselves in doing a research to sort out gaps between the airline and the media. As stated in chapter two, to make communication strategies better and effective, PR officers must make researches and need to find out solutions on a regular basis to make their daily communication tasks effective. In this regard, the study found that no such efforts are there. Data also shows that the PR at Ethiopian airlines is weak at selling success stories of individuals to the media. As the company is one of the Icons of the nation and the continent as a whole, The PR should have done better promoting out stories of success even at individual employee level. Data from both the PR and the media side shows that the PR is weak at delivering timely response to the media, resulting little satisfaction of the media. As the PR officers are not fully encouraged and empowered to give swift decisions and responses, It took days for the media to get a response on a certain negative mention or issue. As stated in chapter two, giving timely response is one of the qualities of PR, the study found out that The PR at Ethiopian airlines lagged far behind the expectations of most media houses. Moreover, data from the media clearly shows that, most media houses are not happy the way the PR at Ethiopian airlines handles local media, mainly the private ones. Responses for the questionnaire regarding this issues showed that the PR gives better access for western media than the local ones. Even from the local media, those which belong to government are highly advantageous than the private ones. This unfair and unequal treatment of media houses is an indication of poor effective communication strategy being implemented by the PR.

The study also found out that the PR has no formal and written guide line on how to use the social media pages of the airlines for better communication strategy. This unorganized and unplanned way of using the social media as a communication tool at company level may result unprofessional productions and will not help the PR achieve its communication objectives. Moreover, data gathered on the way it use its social media pages, the PR has done little on showing the human part of the company other than the business aspects. Data showed few have been done focusing the charity activities of the airline. As the company deals with transporting people from one place to different parts of the world,

lots of stories could have been told through the PR that can attract interests of audiences and viewers all around the world.

Concerning internal communication, strategies of the Airline, the research found out that since upward communication is not encouraged by the management, communication activities tend to be one way and passive. The way communication flows make the PR not play its role as a bridge between the management and the company. This Moreover, as the PR relies on electronic way of communicating employs eternally, those who have no access and can't function electronic ways of communication are forgotten. In this case, the PR is not as effective as it should be addressing information needs of employees. The research also figured out that due to much work load, either the CEO or higher management are not easily accessible for the media and employees too. PR officers also revealed that due to this there is a huge communication gap between the higher management and employees. The research found out that unless there is a crisis or certain negative issue, neither the CEO nor higher management meets with the PR team, which is highly recommended as I stated on chapter two. Almost all PR officers felt that the management has no confidence on their potential and professional skill. This indeed resulted dissatisfaction on their job.

Through the interview, the researcher also noticed that there is a huge difference and misunderstanding among PR officers who are doing the same task at the same office. For instances there is a difference on the issue of who the spokesperson of the airline is, whether there is a communication strategy or not and son on. From the data gathered through questionnaire, the study found out that most journalists from different media feel uncomfortable on the way Ethiopian airlines PR handles communication and media issues. Unfair and different treatment of media, little and sometimes no access for information, poor language, significantly delayed responses, problems with the news worthiness of press release and other publications were highly criticized and were the big concerns of journalists participated on the questionnaire. Most data from the PR officers stresses on inadequate empowerment given to PR officers highly affects the day to day efficiency of the PR office as a whole. In a situation where officers entitled as communication officers don not have the mandate and chance of suggesting professional decision, It is difficult to expect needs of the media to be addressed and standard communication strategies achieved.

5.2 CONCLUSION

In the light of the discussion of the findings, the following points as concluding remarks of the study. The research recognizes that PR officers at Ethiopian airlines have no clear and awareness of the general communication strategies of the airline. Moreover, they are not empowered enough to take their own necessary professional decisions. Due to poor engagement with journalist and need of the media, most journalists have negative attitude towards the way the company handles media case. The PR is also weak at implementing expected, standard and effective communication strategies to enhance communication activities and needs both internally and externally. The company is also weak at developing the communication skill of its PR officers. Journalists are also unhappy with the way the company deals with local media houses. The management of Ethiopian airlines is not also open for the press and does not allow more professional freedom for the public relation professionals at the PR to practice and implement techniques and strategies more professionally.

Though there is après release check list, most press release of the PR are not news worthy in the eyes of different media houses. Articles and feature stories are rarely sent despite a huge resource that the PR at Ethiopian airlines has. The PR also releases of low quality pictures due to lack of professional photographer. Feedbacks from media are also not taken for further improvements of the PR. PR officers are not engaging themselves in making researches and environmental analysis to feel gaps in the communication activities of the PR. Data generally shows that due to the way it handles needs of the media, the PR has weak relationship with moist domestic media. There is unorganized use of social media as a communication tool giving less emphasis on promoting the human side of the company. Other than using software called “DgMind”, the PR does not use any other means of monitoring its social media platforms. As upward communication is not encouraged and even not allowed, the PR has done a little addressing the communication need of employees.

Thoughts and ideas of employees rarely entertained as the communication trend is usually one way. The higher management including the CEO are not easily accessible for both the media and employees resulting poor communication among employees and the

management and unhealthy relationship between the media and the company. The CEO and the higher management have low confidence on the potentials of the officers at PR. This resulted huge frustration and lose attitude of belongingness among PR officers. Inappropriate language and problems related with headline selection word limit and page limit has also been observed on the publications of the PR at Ethiopian airlines. Integrated marketing communication, a tool which highly helps communication activities to be efficient and effective is practically on infant stage at Ethiopian airlines PR.

5.3 Recommendations

The researcher would like to put few points as recommendations for observed problems throughout carrying the study. Even though these points were raised in chapter four and five in different dimensions, the researcher believes that mentioning them as recommendations would give further infuse to all stake holders to deal with problems and find out solutions for the future.

- ✚ The PR must give clear guide line for its PR officers about the communication strategies of the airline for common understanding among officers.
- ✚ The company must do better through consistent training to develop professional skill of the PR officers.
- ✚ There must be a formal, written and well-organized communication strategy to be implemented by all PR officers at similar pace and expected quality.
- ✚ The company must do better on engaging journalist and must be open for information. The management must minimize complaints from the media for being treated differently from western media houses.
- ✚ PR officers must be given adequate empowerment and professional freedom to make necessary and timely decision on the daily today communication activity.
- ✚ The PR must take feedbacks given from media regularly and consistently for better performance.
- ✚ Implementation of communication strategies should be consistent and regular.
- ✚ The PR should work on having its own professional photographer for better and quality publication.
- ✚ The PR must try to address all employees through implementing all types of internal communication other than the electronic one.

- ✚ The management must assist the PR team intensively through encouraging upward communication.
- ✚ Beside implementing communication strategies, the company should work more on empowering stake holders to have active role on the communication activities of the airline.
- ✚ The PR has to work more on the quality of the press release, mainly deciding its news worthiness and usage of inappropriate language use
- ✚ The PR must work more on engaging itself with writing more features articles as the company is one of the big names in the aviation industry with much stories and ideas to be told.
- ✚ PR officers at Ethiopian airlines PR must do more on making researches and environmental analysis to strengthen their bond with the media and have better communication strategy.
- ✚ The PR must also focus on developing a long-lasting relationship with the media than only focusing on publicizing its performances.
- ✚ PR officers at Ethiopian Airlines must sometimes take the risk and show professionalism, making professional decision than always fulfilling the interest of the company.
- ✚ There should be a formal and written guide line for the social media and the PR must work more on promoting the human part of the company than always showing its business performance.
- ✚ The PR must engage with ways of monitoring the social media than sticking only on a software called DG mind.
- ✚ The PR must look for solutions and better ways of implementing two-way communication and must use all means of communication other than electronic to address all employees having different communication skill and access.
- ✚ The PR should work more on narrowing the communication gap between the management and employees and among employees through implementing better communication strategies.
- ✚ To make information access easy and hustle free for media, the PR and the management should work on ways of making improvement.
- ✚ The higher management must regularly and consistently meet, assist and support the PR team than blaming of low performance on crisis handling issues.

- ✚ A lot has to be done on Integrated marketing communication, which is now at early stage at the company.
- ✚ Feedbacks of the media regarding inappropriate language, language error, page and word limits must be addressed
- ✚ The PR must have a professional editor who can look in to the qualities of a publication before it is releases for media an d public for better quality and appropriateness.

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Appendix I

In-depth interview questions for Ethiopian Airlines PR officers.

Interview questions (General PR Activities)

- 1- Do you know the communication strategies of ET?
- 2- Is there well organized and consistent planning and implementation of strategies?
- 3- Do you believe that you are a professional public relation officer? How?
- 4- Are you actively allowed to make professional decisions, make interviews ...? on major PR issues or the company's communication policies?
- 5- Do you make environmental analysis to make decisions or make necessary amendments on the communication strategies?
- 6- What is the your and the Management stand (attitude) to journalists?
- 7- Is there a press release check list?
- 8- Do you check whether a press release you send t is news worthy and interesting to the media?
- 9- Does the PR prepare & sends feature Articles to the Media?
- 10- Does the PR have designated & professional photographer?
- 11- How often do you arrange media events?
- 12- Do you regularly and consistently take feedbacks from the Media for betterment of your communication strategies?
- 13- Do you make researches to sort out gaps and needs of the public and Media?
- 14- Do you sell success stories of employees/the company to the Media?
- 15- Do you rate the company's relationship with the media? How if yes.
- 16- Whose interest do you put first? The company's or the Media?
- 17- Do you give Timely response to the Media?
- 18- What do you personally do (the PR) to your professional skills?

Questions Focusing on the social Media

- 1- Is there formal company guideline for the social media?
- 2- Do you use the social media to show the human side of the company?
- 3- Do you engage with bloggers and other online influencers who have potential on shaping public opinion? How?
- 4- How do you monitor the social media?

Questions Focusing on Internal communication

- 1- Does the PR take issues raised by employees back to management? How do you rate the communication flow? (Do you entertain employees' thoughts)
- 2- Do you think upward communication is encouraged by the management?
- 3- What kind of internal communication do you often use among employees? Face to face, print or electronic?

Questions Focusing on the Role of the CEO & Higher Management

- 1- Do you think there is a gap between the CEO and employees because of communication failure?
- 2- Do you think the CEO's not being user of social media has an impact on the communication needs and activities of the Airline.?
- 3- Is the CEO easily accessible for employees/ Media?
- 4- Is the senior management supportive to the communication activities?
- 5- Does the CEO meet the PR team regularly?
- 6- Do you think the CEO/higher management are confident on the potential at PR?
- 7- Do you think the company has best spokesperson?

Questions on Integrated Marketing Communication

- 1- Does the PR use the outcomes of the company's market analysis to shape the communication strategies?
- 2- Do you think the PR uses IMC in a well-organized manner and timely to run campaigns?

Appendix II

Close – ended (Yes or NO) Questionnaires distributed to Journalist of different media types.

- 1- Ethiopian Airlines PR is positive and cooperative to the media.
- 2- Ethiopian Airlines PR regularly accepts feedbacks from the media
- 3- Ethiopian airlines PR gives timely response for the media
- 4- The CEO and Higher management of Ethiopian Airlines are easily accessible for media.
- 5- Press releases of Ethiopian airlines PR are news worthy.
- 6- Ethiopian airlines PR offers equal access and treatment for all media.
- 7- PR officers of Ethiopian airlines are Courteous, professional and friendly
- 8- Inappropriate language and error are often observable on the publications of Ethiopian airlines PR.
- 9- Access to information could be easier for the media if the CEO has Official social media pages