

## Content

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## **Master of Mass Communication (1<sup>st</sup> year) / PGDMC**

### **ADVERTISING AND CORPORATE COMMUNICATION**

**MMC 105 / PGDMC 105**

**Lesson: 7**

### **ADVERTISING CAMPAIGNS**

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#### **LESSON STRUCTURE:**

There is a saying in the field of advertising; '*doing business without advertising is like winking at a girl in a dark room*'. This saying tells a lot about the importance of advertising. The importance of advertising can also be judged from the fact that there is hardly any kind of organization that does not use advertising.

Advertising has emerged as a major tool of marketing communication. It informs people about the advertised products, it creates positive images; and it persuades. In this lesson, we shall discuss about advertising campaigns. We shall also focus on the stages of advertising campaigns. Finally, we shall discuss media planning and creative planning. This lesson shall be structured as follows:

7.0 *Objectives*

7.1 *Introduction*

7.2 *Presentation of Content*

7.2.1 *Why Advertising Campaigns*

7.2.2 *Structure of Advertising Campaigns*

7.2.2.1 *Situational Appraisal*

7.2.2.2 *Situational Analysis*

7.2.2.3 *Strategic Planning*

7.2.2.4 *Creative Planning*

7.2.2.5 *Media Planning*

7.2.2.6 *Implementation or Execution*

- 7.2.2.7 *Coordination*
- 7.2.2.8 *Evaluation*
- 7.3 *Summary*
- 7.4 *Key Words*
- 7.5 *Self-Assessment-Questions (SAQs)*
- 7.6 *References/Suggested Reading*

## **7.0 OBJECTIVES:**

The objectives of this lesson are as follows:

- *To understand the Structure of Advertising Campaigns,*
- *To study Situational Appraisal,*
- *To understand Situational Analysis,*
- *To understand Strategic Planning,*
- *To understand Creative Planning,*
- *To understand Media Planning,*
- *To understand Implementation or Execution,*
- *To understand Coordination,*
- *To understand Evaluation.*

## **7.1 INTRODUCTION:**

Advertising reaches large number of people with information. It tries to create positive and concrete images. This cannot be achieved with single or sporadically appearing advertisements. Considering the high costs of creating advertisements and the high media costs, advertising requires proper planning. Just as in case of military operations.

This is the reason why advertising rarely consists of a single isolated advertisement. Almost always, a series of related ads are used over a period of time in the form of a campaign.

All the ads in a campaign appearing in different media are self contained and independent in nature. However, they have a single theme and resemble each other in terms of visual and verbal similarity. The singular theme provides psychological continuity while the visual and verbal similarity provides physical continuity. This way all the ads in a campaign work towards a single goal of informing and persuading.

In this lesson, we shall discuss the various aspects of advertising campaigns including the stages of ad campaigns.

## **7.2 PRESENTATION OF CONTENT:**

In this lesson, the content shall be presented as follows:

- *Structure of Advertising Campaigns,*
- *Situational Appraisal in Advertising Campaigns,*
- *Situational Analysis in Advertising Campaigns,*
- *Strategic Planning in Advertising Campaigns,*
- *Creative Planning in Advertising Campaigns,*
- *Media Planning in Advertising Campaigns,*
- *Coordination in Advertising Campaigns,*
- *Evaluation in Advertising Campaigns.*

### **7.2.1 WHY AD CAMPAIGNS?**

The term campaign comes from the military. The Webster Dictionary defines a campaign as ‘a series of planned actions’. In military maneuvers, a campaign means “a series of planned activities executed in a specific time period, over a specific area to achieve specific goals”.

An advertising campaign means an organized series of related advertisements prepared and placed in various media over a specific period of time to achieve specific advertising objectives.”

Like in military operations, which are based on intelligence, advertising campaigns require information. This is collected through research. This information forms the basis for setting the objectives and planning. Ad campaigns, to be effective, also require proper timing and execution.

In military maneuvers, a series of operations are required to overcome obstacles and barriers. In advertising, a series of ads are required to reach the target audience, keep reminding them, reinforce the message, and finally reassure them. While doing all these, an ad campaign tries to persuade the people to act the way the advertisers want.

There are two ways of doing advertising. An advertiser can advertise in an erratic, irregular and unplanned manner. This would lead him nowhere and all the efforts and money spent on advertising would bear no fruit. Or an advertiser can plan a concrete, detailed and

sound advertising programme and create a series of related ads to be placed in the media in the form of a campaign.

An advertising campaign has far greater chances of succeeding because of coordination, balance, proper timing and continuity.

### **7.2.2 STRUCTURE OF AN AD CAMPAIGN:**

An ad campaign determines what the advertiser wants to say. It also determines how, when, where and to whom the advertiser wants to say it. It also answers the big question - how much to spend?

These simple questions like 'what', and 'who' etc. have different names in advertising terminology. The '**Who**' in advertising is the 'target market or audience'? The '**How**' is the creative strategy and '**What**' is the message. '**Where**' is the media strategy, '**When**' is the 'timing' or scheduling and '**How much**' is the advertising budget. The above-mentioned 'questions' are answered during the campaign planning process.

This planning process includes the following activities:

1. SITUATION APPRAISAL
  - i. Consumer research and market research.
  - ii. Company and product research.
  - iii. Competitive research.
2. SITUATION ANALYSIS
  - i. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
  - ii. Analyzing key problems.
  - iii. Finding the competitive advantage.
3. STRUCTURAL or STRATEGIC PLANNING
  - i. Setting objectives
  - ii. Targeting
  - iii. Positioning
  - iv. Determining the length or duration of the campaign.
  - v. Budgeting
4. CREATIVE PLANNING
  - i. Finding the theme
  - ii. Finding the creative strategy
5. MEDIA PLANNING

- i. Deciding the media, the vehicles and the options
  - ii. Media Scheduling
  - iii. Media booking
6. COORDINATION
- i. Coordination with other promotional activities
  - ii. Overseeing all promotional activities in a holistic manner
7. EVALUATION
- i. Pre-testing
  - ii. Concurrent testing
  - iii. Post-testing

#### **7.2.2.1 SITUATION APPRAISAL:**

Before planning any activity, one requires relevant information regarding the situation. For planning an ad campaign we require information about three things:

- \* *The target market or the consumer,*
- \* *The company or product, and*
- \* *The competition.*

Information is collected using primary and secondary research techniques. The three important research areas are:

- \* *Consumer Research and Market Research.*
- \* *Product and Company Research*
- \* *Competitive Research*

**Consumer Research and Market Research:** Who buys the product? When do they buy it? How frequently do they buy? How do they use the product? What are their attitudes and perceptions about the product? Who takes the decision to buy? Who influences them to buy? What decision process do they go through before buying?

Consumer Research and Market Research find answers to the above mentioned and other related questions. The target market has to be described geographically, demographically and psycho-graphically.

**Product and Company Research:** Product research covers the quality of the product, its uses, distinctive features, packaging, price, unit of sale, brand image, distribution, positioning and its product life cycle, etc. Company research includes the image of the company, its reputation, the resources, its philosophies, etc.

**Competitive Situation Research:** This involves finding the activities of the competitors, both direct and indirect - with respect to market share, product range, product features, positioning and targeting strategies, distribution network, prices, etc. This also covers the competitors' current and past of advertising strategies, media expenditures and advertising schedules.

#### **7.2.2.2 SITUATION ANALYSIS:**

Research conducted to collect information about the target market, the product and competition needs to be analyzed to find out relevant and significant facts. These facts help in developing strategies. The following things are done after collection of information.

- \* SWOT Analysis
- \* Key problem analysis
- \* Competitive Advantage analysis.

**SWOT Analysis:** SWOT stands for strengths, weaknesses, opportunities and threats. From all the information collected, campaign planners find out the strengths of the product. These strengths could be in any area. For example, it could be a new or better product feature, better servicing or distribution network, lesser price, durability, etc. The strength often leads to new opportunities to be explored.

SWOT analysis also reveals the weakness of the product in comparison to its competitors. Weaknesses make the product vulnerable to threats from others. For example if a product is priced high, the competitors could start offering their products at a lower price. If the servicing network is poor, then competitors could exploit this. So all the weak areas need to be guarded.

**Key Problem Analysis:** From SWOT analysis, the campaign planners find communication problems that need to be addressed through the campaign. Key communication problems include:

- \* Informing the consumers,
- \* Increasing their awareness level,
- \* Changing a negative attitude,
- \* To reinforce a message or image,
- \* To reassure the consumers,
- \* To change an image,
- \* To create a new image,
- \* To create broad differentiation in the minds of the consumers, and



\* To bring about acceptance of goods or ideas, etc.

**Finding the Competitive Advantage:** This particular analysis focuses on finding how and in what respects the product is better than its competitors. This analysis tries to find out an area that is important to consumers and if the product has any advantage over its competitors in that area.

### 7.2.2.3 STRATEGIC PLANNING:

We all know that advertising is both an art and a science. While the art comes from writing, designing and producing exciting advertisements, the science comes from scientific methods of research and strategic planning. Advertising is a disciplined art. The discipline comes from well-formulated strategies, which are developed to accomplish specific objectives.

Strategic planning is the process of making intelligent decisions. It starts with finding out what to do (setting objectives), deciding how to accomplish the objectives (determining strategies). It also decides whom to address (the target audience), how to distinguish the product (positioning), how much to spend (budgeting) and for how long to run the campaign (duration).

**Setting the objectives:** Advertising objectives are determined directly from the key problems analysed earlier. These objectives are usually answers to such questions as what does this campaign need to accomplish or what effect should it have on the target audience? As far as the first question goes, advertising objectives could be :

- \* To inform about a new product.
- \* To change or reinforce consumer attitudes and perspectives.
- \* To persuade consumers to try a new product or to buy more of it.
- \* To persuade consumers to switch brands.
- \* To create a new image or personality for the product.
- \* To create a unique position for it.
- \* To sustain an image.

Others set advertising objectives on the basis of the impact or effect they create on the consumers. One classic approach is John D. Leckenby's *AIDA model (Attention, Interest, Desire and Action)*.

Russell Colley developed a slightly different model called the *DAGMAR (Defining Advertising Goals for Measured Advertising Results)*. This model begins with awareness, moves on to comprehension, then conviction, and ends with action.

Michael L. Ray developed the *think-feel-do* model. Here think stands for awareness and knowledge, feel stands for liking and preference and do stands for acceptance and purchase.

Advertising objectives are used to guide the development of the campaign strategy. Also these are used to measure the result of the campaign at the end of the campaign. Some additional objectives are listed below:

- \* To boost immediate sale.
- \* To build a brand image.
- \* To contribute to increased sale.
- \* To build consumer satisfaction.
- \* To help the trade channels.
- \* To project a corporate image.

**Targeting:** The next step is to identify the present and the potential buyers. They are called the target market or the target audience. Advertising people finalize the target audience, find their characteristics (geographic, demographic and psycho-graphic). These characteristics help determine the media to be used to reach the target audience and also to create effective advertising messages.

Target market or the target audience (the first is a marketing term and the second is an advertising term) includes present and potential customers. It also includes those people who influence the buying decision. For example, in case of many products kids influence the buying of certain household products. Doctors influence buying of medicines by way of prescribing. So do pharmacists. Similarly architects and designers influence the purchase of materials used for building and decorating houses.

In addition to geographic, demographic and psycho-graphic features, the target audience is also profiled in terms of personality and lifestyle of the typical audience member.

**Positioning:** Positioning is a marketing strategy. It is however created through advertising. Positioning is the perception about a product in the minds of the consumers in relation to the competitors. For example 'Luna' is the 'no tension moped'. 'Maggie noodles' is a 'two minutes snack'. 'Marlboro' is a 'macho cigarette'.

Establishing as well as changing 'positions' requires tremendous advertising efforts and a lot of research. This basically involves product feature analysis. The most important and relevant features of the product are then compared with features of competing brands.

Some people also use a technique called perceptual mapping. This technique helps find the present positioning and determining a new positioning, if required).

**Duration of the Campaign:** Advertising campaigns vary in length i.e., duration. Some run for a few days, some for weeks. Some campaigns run for months and some others run for years together. Some advertisers run more than one campaign in a year. Some others run campaigns seasonally - say during the summer or winter or during festive seasons.

Factors that determine the duration of a campaign are the competitors media strategies, the market situation, the seasonal sales curve of the product, the life cycle of the product, the advertising fund, campaign objectives and the nature of the advertisers marketing programme.

### **Budgeting:**

The client finalizes the advertising budget. This is usually taken out of the overall 'marketing communication' or promotional budget, which in turn is part of the marketing budget. In other words a certain portion of the marketing budget is allocated for marketing communication (i.e. all the promotional activities like sales promotion, personnel selling, Public Relations and of course, advertising). And part of this budget for marketing communication is allocated to advertising.

Budgeting is finding out how much is going to be spending for the campaign before one starts planning the campaign. Client companies usually finalize an exact amount and ask the agency to fit the campaign expenditure with in that amount. Or they give an approximate idea and ask the agency to finalize the budget amount or the advertising appropriation or advertising expenditure. There are different ways of arriving at the advertising appropriation. These include:

**Percentage of Sales Method:** This method is based on the fact that there is a direct relationship between the advertising expenditure and the total sales. This method compares the total sales with the total advertising budget during the previous year or the average of several years to finalize a percentage.

Here the past advertising expenditure is divided by the total past sales to arrive at a percentage. This percentage is then multiplied by the next year's sales forecast to arrive at the new advertising appropriation.

**Unit Price Method:** This method is often applied for slow moving consumer goods (SMCG's). A particular amount per unit is fixed and the number of units to be sold in a year is finalized. When you multiply the ad spend per unit by the number units to be sold, then you get the total ad spend or ad appropriation.

**Competitive method:** Budgeting and particularly finalizing the total ad spend often taken into account the competitive situation into account. In highly competitive situations, clients try to spend at least as much the competitor is spending. This method has no scientific basis.

**Go-for-Broke Method:** This is even a more unscientific method of determining the advertising expenditure. Here the client tries to not only out-spend its competitors but goes to extreme extents with regard to advertising expenditure. This occurs only in extremely competitive situations.

The four methods discussed above help finalize the advertising appropriation without considering the various aspects of the campaign. These methods do not consider the campaign objectives, the strategies and tactics decided to achieve the objectives.

In the above-mentioned methods, the total appropriation is finalized first and then it is apportioned or allocated to various heads or activities devised as part of the campaign. This is why all these methods are called *breakdown methods* as they breakdown the total ad spend into small heads as print spend, TV spend, outdoors spend, etc.

**Task and Objective Method:** This method is different from the above-mentioned methods. Here consideration is given to the objectives decided and activities planned to accomplish them. In other words it builds up the budget by determining what it will cost to accomplish the objectives of the campaign. All these amounts added together becomes the final ad spend. This method is called zero-base budgeting as it starts from zero and finally determines the total ad spend. The task objective method is also known as the build up method.

#### **7.2.2.4 CREATIVE PLANNING:**

So far we have discussed campaign planning from the strategic point of view. Now let's shift to the creative side of advertising planning. Some call it creative strategy. Others call it copy platform. Some others call it the creative work plan or the creative blue print.

Whatever name it is given, the creative planning is simply a way to analyze the communication problem and find ways how to solve it. This kind of plan also helps as a guideline for all the people involved in the creative development work in one direction. Creative planning includes developing a theme, the creative strategy and finally deciding the creative tactics.

**Developing a Theme:** A campaign is a series of ads built around one central theme. This is also called the big idea. This theme or creative concept is part of all the different ads of the campaign that are prepared for different media, situations, audiences and different time of the year. The theme thus needs to be a strong concept to be able to hold all there different and diverse ads together.

For example, for more than four decades Marlboro has been using the 'macho man smoke Marlboro' theme. Pepsi has been using the 'Pepsi Generation' theme for decades. Thums-Up used the 'thunderous taste' theme for a very long time. Lux has been using the 'beauty soap of film stars' theme, for over five decades now.

A powerful theme brings about what is called synergy to the campaign. Synergy works as a 'binding factor' that intensifies the impact of the campaign through the repetition. The repeat value is gained not only through multiple insertions of ads in the same medium but through the variations of the same theme in the different advertisements in different media.

Also the theme provides a psychological continuity or link among all the ads of the campaign. For example, using the same slogan in ads for different media creates this continuity.

Another benefit of a central theme is the concept of image transfer. While receiving the ad message from ads in one medium the audience members think about similar presentation style of ads on other media. Usually clients show ads on TV in the beginning and when these ads become popular, then the clients switch to less expensive media like radio, outdoor, etc. Ads on these cheaper media keep reminding the audience about the TV ads.

A campaign theme is the gist of the advertiser's message, a summary of the client's story or a point of focus. In fact, it is the most important part of the client's message. A theme needs to be interesting, desirable as it has to motivate the consumers.

A theme must always relate to and reflect the campaign objectives. Also a theme should be tied to the needs, wants and problems of buyers and to the advertiser's product as the answer to these problems and wants. Effective themes are true, believable, and convincing. And finally it should be distinct and unique to be able to establish competitive superiority.

**Creative Strategy:** Creative strategy decides the type of message. It flows from the communication problem and the objectives. The creative strategy outlines the impressions the campaign wants to create. Some of the common creative strategies are:

**Generic Strategy:** Market leaders who ignore the presence of competitors use this strategy.

**Pre-emptive claim strategy:** Here the brand is the first to pick up a particular feature. In the minds of the people, it becomes associated with that brand. For example, every body associates PUF with Godrej refrigerators while it is present in all fridges.

**Unique selling proposition (USP) strategy:** Here the campaign talks about some feature, which is unique to that advertised brand and is not available in others.

**Brand image strategy:** When there are no strong differentiating features among the competitors, then brands try and create images. For example, Pepsi in the 'new generation drink', Maggi Hot and Sweet tomato sauce is 'different', etc.

**Product positioning:** Some times products or brands are positioned different from competing brands. For example Maggi noodle is a "two minute snack".

All the above creative-strategies or message-strategies try to set the brand apart from its competitors. Here one can take an informative approach where one gives straightforward facts. This approach is suitable for high-involvement products like slow moving consumer goods (Cars, TV, fridge, washing machines, etc.) where consumers are looking for information to make the purchase decision.

The other approach is the **associational or emotional approach**. This approach is adopted for low-involvement goods like fast moving consumer goods (chocolates, toothpaste, cigarette, toilet soaps, etc.) where consumers do not need much information to take decisions. Here advertising tries to establish images or touch emotions.

**Creative Tactics and Implementation:** Now that we have developed a theme and decided on creative strategy, it is time for executing them. Creative execution translates the strategy into advertising messages. It dramatizes strategy to capture the attention of the audience, make it memorable and effective.

An advertisement is called creative when it is original or novel and has features to stand out. To be effective, an ad has to be relevant and connect the audience which the product.

Creative tactics or implementation (execution) includes copy writing, deciding the visuals and layout in case of print advertisement. In case of radio and TV ads, it includes writing the script, recording, editing, and giving music and other special effects.

#### **7.2.2.5 MEDIA PLANNING:**

The ultimate goal of advertising is to reach the target audience with the advertising message. So far we have discussed about creating the advertising message. Now let us discuss about how to reach the target audience. The major decisions that need to be taken are:

- \* Which media to be used?
- \* Where to advertise (geographic region)?
- \* When to advertise (timing and scheduling)?
- \* How intense the exposure should be (frequency)?

Media planning is a 'behind the scene' part of advertising. It plays an integral role in merging the science of marketing with the art of advertising.

A media planner has to find out about the availability of various media, the media rates, their reaches and also analyzing the effectiveness of the various media. Then the media planner has to choose such media, which would reach the target audience effectively - both impact and cost wise.

### **Deciding the Media:**

From newspapers, magazines, radio, TV and films to pamphlets, leaflets, brochures and posters to outdoor and transit media, advertising uses many means to reach the target audience. All these media have different reaches, different rates, different characteristics and they also differ in terms of popularity.

A media planner has to select and choose the medium or media-mix depending on the above-mentioned things as well as the target audience and the advertising objectives. One important consideration here is how much money is available for media buying in the ad budget.

Once the media planner chooses the medium or media-mix, the next step is to choose the vehicles with in these media. For example, if the medium chosen is newspaper, then there are many vehicles available - like national, regional or local newspapers, various language newspapers, general newspapers or special newspapers like economic and business newspapers. For television there are so many channels available.

The next step is to finalize the various options with in the vehicles. In case of a newspaper, the available options are any specific days of the week, the main newspaper or supplement, any specific page and in that page any specific place. In case of a TV channel, the available options are to run ads as spots or to sponsor particular programmes, to run the ads before, during or after specific programmes.

Other options available are to sponsor specific parts of a programme like a song in a feature film and sponsor replays during cricket matches etc.

The medium or media chosen along with the vehicles and options should match the audience in terms of geographic spread, accessibility and also psycho-graphically (in terms of liking, popularity and rating, etc.). Also these have to be most effective in term of costs.

### **Media Scheduling:**

So far we have answer two questions through the selection of media - whom to reach and where to reach. Now is the time to answer the questions - when to run the campaign and for

how long to run it. This is basically called media scheduling or finalizing the day, time and other specifications about the placement of the ads.

One important aspect of scheduling is the frequency or the number of times an advertisement message is delivered (published or broadcast) within a given period of time (usually a week or month). Frequency is important as it is directly related to the impact of the ad message. More the frequency more is the recognition of the product advertised, more the recall of the message, and consequently more the success of the ad in term of sales or acceptability.

Another important aspect is timing pattern. Some common patterns are:

\* *Seasonal*: This pattern is used for products which sale seasonally like sun screen lotions, air coolers and refrigerator in summer; cold creams, water heaters, room heaters, woolens in winter.

\* *Steady Pattern*: This pattern is used for products that sale uniformly through out the year like soaps, shampoos, tooth paste etc.

\* *Pulsing*: This is also called flighting. Pulsing involves short bursts of advertising in a few markets for a short duration rather than going for a steady pattern. It increases the awareness level of consumers to a much higher level that continues while the product is not being advertising.

### **Media Booking:**

After the planning is over, then the media buyers contact the various media and book the space and time according to the media plan devised. Big agencies with media buying wings do it on their own. Many agencies, however, leave media booking and media buying to specialized media buying organizations.

### **7.2.2.6 COORDINATION:**

Advertising is often thought to be the only means of reaching prospective consumers with the selling message. In reality, it is only a part of marketing communication or promotion. Personal selling, sales promotion, Public Relations are the other means of reaching the target audience.

Advertising, depending upon the product and the situation, may play a dominant role with other activities supporting it. It may also play a supplementary role to other promotional activities. All these promotional activities have the same goal - of achieving increased sales or acceptance. Thus there is a need for proper coordination among all these promotional activities. The people planning ad campaigns should be fully aware of the other promotional activities and plan the campaign accordingly.



### 7.2.2.7 EVALUATION:

Constant and periodic evaluation of the ad campaign at various stages is required to judge the effectiveness of the campaign. Some advertisers do not pay much attention to this aspect and get the evaluation conducted informally. However, there is a greater need to conduct evaluation by way of formal and proper research.

Evaluation of an advertising campaign is conducted at three stages:

\* *Pre-evaluation (pre-testing)*

\* *Concurrent evaluation*

\* *Post evaluation (post-testing)*

**Pre-Evaluation:** This is conducted after the creative execution is over and before the advertisements are placed in the media. By this time the expenditure incurred is not much as the maximum expenditure is for media time and space. The prepared ads are shown to a cross section of the target audience. If they like the ads then they are released, and placed in the various media. Otherwise the ads are changed accordingly.

**Concurrent Evaluation:** This is done while the campaign is running i.e., when the ads have been placed in the media. By now the ads have reached the target audience. The reaction of the target audience to the ads (including the recognition, recall, etc.) is collected through research. If the ads are being liked by the target audience and doing well in terms of increasing sale, then no changes are required. Otherwise, the necessary changes are brought about to make the ads more attractive, appealing and acceptable.

**Post-evaluation (Post Testing):** This is done after the campaign is over i.e., after the ads have been published, aired or broadcast for the duration decided. The results are matched with the original objectives (both advertising and marketing objectives).

The main purpose of post-testing is to evaluate the effectiveness of the campaign and to learn lessons for future campaigns. This way one can repeat effective and successful practices and avoid or change ineffective practices.

### 7.3 SUMMARY:

- Most of the ads in a campaign appearing in different media are self contained and independent in nature. However, they have a single theme and resemble each other in terms of visual and verbal similarity. The singular theme provides psychological continuity while the

visual and verbal similarity provides physical continuity. This way all the ads in a campaign work towards a single goal of informing and persuading.

- An advertising campaign means an organized series of related advertisements prepared and placed in various media over a specific period of time to achieve specific advertising objectives.”
- An ad campaign determines what the advertiser wants to say. It also determines how, when, where and to whom the advertiser wants to say it. It also answers the big question - how much to spend? The **‘Who’** in advertising is the ‘target market or audience’? The **‘How’** is the creative strategy and **‘What’** is the message. **‘Where’** is the media strategy, **‘When’** is the ‘timing’ or scheduling and **‘How much’** is the advertising budget.
- Key communication problems (campaign objectives) include: *Informing the consumers, Increasing their awareness level, Changing a negative attitude, To reinforce a message or image, To reassure the consumers, To change an image, To create a new image, To create broad differentiation in the minds of the consumers, and To bring about acceptance of goods or ideas, etc.*

#### 7.4 KEY WORDS:

**Campaign:** The term campaign comes from the military. The Webster Dictionary defines a campaign as ‘a series of planned actions’. In military maneuvers, a campaign means “a series of planned activities executed in a specific time period, over a specific area to achieve specific goals”.

**Advertising Campaign:** An advertising campaign means an organized series of related advertisements prepared and placed in various media over a specific period of time to achieve specific advertising objectives.” An advertising campaign has far greater chances of succeeding because of coordination, balance, proper timing and continuity.

**Functions of an Ad Campaign:** An ad campaign determines what the advertiser wants to say. It also determines how, when, where and to whom the advertiser wants to say it. It also answers the big question - how much to spend?

**Situation Analysis an Ad Campaign:** For planning an ad campaign we require information about three things: *The target market or the consumer, The company or product, and The competition.* Information is collected using primary and secondary research techniques. The three important research areas are: *Consumer Research, Product and Company Research, Competitive Research.*

**Key Communication Problems:** The major communication problems are *Informing the consumers, Increasing their awareness level, Changing a negative attitude, To reinforce a message or image, To reassure the consumers, To change an image, To create a new image, To create broad differentiation in the minds of the consumers, and To bring about acceptance of goods or ideas, etc.*

**Competitive Advantage:** This involves finding how and in what respects the product is better than its competitors. This analysis tries to find out an area that is important to consumers and if the product has any advantage over its competitors in that area.

### 7.5 SELF-ASSESSMENT QUESTIONS (SAQs)

1. What is an advertising campaign? Discuss the various steps involved in an advertising campaign.
2. Why should advertising be done in the campaign format? Discuss the benefits of an advertising campaign.
3. Write a detailed note on the planning involved in an ad campaign.
4. Discuss how budgeting is done for an advertising campaign.
5. Write a detailed note on the creative planning in an advertising campaign.

### 7.6 REFERENCES / SUGGESTED READING:

- o **Advertising (4<sup>th</sup> Edition)**; by Jefkins, Pearson Education, Delhi, India; 2006
- o **The Complete Advertising and Marketing Handbook**; by Herschell Gordon Lewis; East West Books (Madras) Pvt. Ltd., Chennai, India; 1998
- o **Behind the Scenes in Advertising**; Jeremy Bulmore; NTC, Henley; 1991
- o **The Complete Guide To Advertising**; Torin Douglas; Macmillan, London; 1984
- o **Advertising and the Mind of the Consumer**. What Works, What Does Not and Why; Max Sutherland and Alice K. Sylvester; Kogan Page, London; 2000
- o **Advertising: Principles and Practices**; William Wells, John Burnett, and Sandra Moriarty; Prentice Hall, New Jersey; 1999

**M. A. Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 1**

**ADVERTISING - AN INTRODUCTION**

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**LESSON STRUCTURE:**

In this lesson, we shall discuss about some basic aspects of advertising. We shall discuss about some definitions of advertising given by some authorities of the field. Then we shall focus on the scope and ethics of advertising. Finally, we shall try to understand the major functions of advertising. The lesson structure shall be as follows:

- 1.0 *Objectives*
- 1.1 *Introduction*
- 1.2 *Presentation of Content*
  - 1.2.1 *Defining Advertising*
  - 1.2.2 *Important Players in Advertising*
  - 1.2.3 *Roles of Advertising*
  - 1.2.4 *Advertising and Ethics*
  - 1.2.5 *Good Advertising Practices*
  - 1.2.6 *History and Development of Advertising*
- 1.3 *Summary*
- 1.4 *Key Words*
- 1.5 *Self-Assessment-Questions (SAQs)*
- 1.6 *References/Suggested Reading*

**1.0 OBJECTIVES:**

The objectives of this lesson are as follows:

- \* *To understand the concept of advertising,*

- \* *To study some definitions of advertising,*
- \* *To know about the important players in advertising.*
- \* *To study the place of ethics in advertising,*
- \* *To study the functions of advertising,*
- \* *To understand the scope of advertising, and*
- \* *To understand the history and development of advertising.*

## **1.1 INTRODUCTION:**

Advertising is omnipresent, intrusive, sometimes entertaining and sometimes annoying. Advertisements are fun or boring. Advertisements try to inform educate or to persuade. They let us know about the various options available for us. And ads help us make informed buying decisions.

But what would happen if there was no advertising? Let us see the possible consequences- hoardings, billboards, posters and wall writing, etc. would vanish, leaving the streets much less colorful and bare. There would be no television commercials and commercial TV services would disappear. And the remaining TV programmes would be without detailed news items, sports, and other entertainment. Most of the newspapers and magazines could cease to exist. The remaining one would be much smaller and highly expensive.

More excruciating than these deprivations would be the effect of no advertising on the process of mass-production and mass consumption. Then this would have effects on the prices and range of products available in the markets. Without advertising, many companies and products would simply close. And with them billions of jobs would vanish.

So advertising is there, strong and still growing as a force that keeps business going and influences society in a big way. In this lesson, we shall discuss about some basic aspects of advertising.

## **1.2 PRESENTATION OF CONTENT:**

The content of this lesson shall be presented as follows:

- *Defining Advertising*
- *Important Players in Advertising*
- *Roles of Advertising*
- *Advertising and Ethics*
- *Good Advertising Practices*
- *History and Development of Advertising*

### **1.2.1 ADVERTISING DEFINED:**

What is advertising? For the layperson, television commercials, radio jingles and print advertisements are advertising. For some, personal selling is advertising. For others sales promotion is advertising. So what advertising really is?

'Jeremy Bullmore' of the J.W. Thompson agency gave one comprehensive definition of advertising. It goes like this:

*"Advertising is any paid-for communication intended to inform and/or influence one or more people".*

This definition is comprehensive as it covers many key elements. The first element '*paid for*' distinguishes advertising from free publicity. The second element '*communication*' conveys transmission or conveying of messages and the use of a medium or media. The third element '*intentional*' is about advertisements being goal-oriented. Fourthly, '*inform and or influence*' is about persuasion.

One of the earliest attempts at deriving a definition of advertising was:

*"Advertising is dissemination of information concerning an idea, service or product to compel action in accordance with the interest of the advertiser".*

This definition tells us about advertising being a kind of communication about a product, service or idea, it being goal-oriented. However, it does not include many important aspects of advertising.

James E. Littlefield and C.A. Kirkpatrick in their book '*Advertising: Mass Communication in Marketing*' define it as follows:

*"Advertising is mass communication of information intended to persuade buyers so as to maximize the profit".*

This definition is again not complete.

The American Marketing Association (AMA) gave one of the most complete definitions of advertising:

*"Advertising is any form of non-personal presentation of goods, services or ideas for action, openly paid for by an identified sponsor".*

Let us discuss the key elements in this definition:

**Any form:** Advertising can take any of the following forms of presentation. It could be a sign, symbol, illustration, verbal message etc. Advertising can be in any form that best conveys the message.

**Non-personal:** This phrase distinguishes advertising from personal selling, as advertising is an indirect form of conveying messages.

**Goods, services or ideas:** Advertising promotes goods, services and ideas. It also promotes persons and parties (political advertising), places and events as well as institutions (corporate advertising).

**For Action:** This phrase denotes the action-orientated nature of advertising.

**Paid for:** Advertising is always paid for. It is not free. So it is distinguished from free publicity.

**By an identified Sponsor:** A lot of publicity and propaganda are done by people or groups who do not identify themselves. In such cases a kind of manipulative or malicious intent is associated. However, in case of advertising no such intent is present as the sponsor is always identified. We always know who is the advertiser.

This definition, while complete in many regards, excludes a few key points like the use of the variety of mass and other kind of media. This definition also does not include the persuasive nature of advertising. So advertising can be best defined as:

"Any paid for non-personal communication used with persuasive intent by identified sponsors through various media to promote goods, services and ideas".

Ideally every manufacturer and marketer would like to be able to talk one-to-one with every consumer about the product or service being offered for sale. This is achieved by personal selling. However, this method is highly expensive and time consuming. So marketers opt for the next best option i.e. advertising. And advertising cuts the high costs of reaching large number of people by using mass media, which have vast reaches.

Also advertising uses the persuasive mode of communication. Through advertising, marketers try to change our behavior and levels of awareness, knowledge, attitude etc. in such a manner that is beneficial to them.

### 1.2.2 IMPORTANT PLAYERS IN ADVERTISING:

If you consider advertising to be a game then it is played among five key players. They are: *the advertisers, the advertising agencies, the support organizations, the media and the consumers.*

In a nutshell, advertising business can be described as follows -

**Advertisers** who often use **advertising agencies** who, assisted by **support organizations, plan, produce and place** the advertisements in the **media** (generally mass) to potential **consumers.**

#### **ADVERTISERS:**

Advertisers are a varied lot. They could be manufacturers, marketers, retailers, wholesalers, service organizations, institutions, parties, persons, governments etc. They have some thing to promote -products, services, plans, projects, ideas, places, policies etc.

#### **ADVERTISING AGENCIES:**

Advertising agencies are intermediaries who are independent of other players. Agencies employ creative and business talents who plan, produce and place the advertisements in media. They work for the clients. Advertising agencies vary in size -from one person to thousands of people-, in organizational structure, type of work done and in many other regards.

Ad agencies are often helped by support organizations. Agencies seek help from freelance writers, designers, photographers, musicians, film directors, etc. They also are helped by research and production organizations.

#### **ADVERTISING MEDIA:**

Over the years the various mass media including news papers, magazines, radio, television and to some extent films have become part and parcel of the advertising world. Some mass media like radio, TV etc. are solely dependent on advertising revenues for their very survival. Advertising also uses other media like the transit vehicles. There are media exclusively used for advertising like the outdoors, the printed publicity materials etc. The various media reach a variety of people in different geographical locations. The demographic reach of various media is also different. The advertising agencies try to reach their prospective or potential consumers by choosing the appropriate media.

#### **CONSUMERS:**

And finally there are the consumers. With mass production, the consumers now have ample choice. With increased income and surplus expendable money, the consumers are choosy about what they need & want. So marketers try their best to woo more and more consumers by offering them what they (consumers) want. They try to reach the consumer by bombarding highly persuasive advertising through various media.

### **1.2.3 ROLES OF ADVERTISING:**

Advertising plays four major roles in business and society. These are:

- *Marketing role*
- *Communication role*
- *Economic role*
- *Societal role*



**MARKETING ROLE:**

Marketing is the strategic process in business used to satisfy consumer needs and wants through goods and services. To reach its target audiences, marketing uses many tools of promotion. Also known as marketing communication, these tools include personal selling, sales promotion, public relations and of course advertising. Advertising is the most widely used and most visible of promotional tools in marketing. It helps mass distribution keep pace with mass production.

**COMMUNICATION ROLE:**

Advertising is a commercial form of mass communication. It transmits different types of marketing information and tries to match buyers and sellers in the market place. Advertising not only informs prospective buyers, it also transforms the product by creating a personality for it. Using visuals, words, music, drama and lot of other things, advertising creates an image for the product that goes beyond mere facts.

**ECONOMIC ROLES:**

Charles Sandage, Professor of Advertising and author, is of the opinion that advertising plays an important role in the economy by helping the society to achieve abundance by informing and persuading people about products, services and goods. He also says that advertising assists in the development of judgement of the part of consumers in their purchase practices. Simply put, advertising helps consumers make informed buying decisions.

Others believe that advertising is a source of information that increases the price sensitivity and stimulates competition.

**SOCIETAL ROLE:**

Advertising plays a number of social roles. It informs us about new & improved products. Some times it tells us how to use certain products. It also helps us compare products and services. We have already discussed about how advertising helps consumers in making informed buying decisions.

Advertising mirrors fashion and design trends. This way it helps us improve our aesthetic sense. Advertising helps in making our life style better.

People use advertising to achieve a variety of objectives. The broad functions are to inform, educate, persuade. The subsidiary functions are to create awareness, change attitudes and generally to gain acceptability.

In case of product and service advertising, the objective is to inform the consumers and generate demand. On the other hand, institutional and ideas advertising are designed to create a favourable attitude and acceptability.

#### **1.2.4 ADVERTISING AND ETHICS:**

Advertising is omnipresent. It is there in newspapers, magazines, on radio and television. It is out there on vehicle stands on the roadsides. It is here, there and every where. High volume and high visibility along with the basic persuasive intent make advertising an easy target for criticism. Vance Packard, long back in the early sixties, called advertisements the 'hidden persuaders'. Others call it deceptive. The distrust of advertising is increasing.

People have divided feelings towards advertising. Some still think it is highly informative and believable. Most of them opine that advertising is highly entertaining. Others find it annoying.

#### **GROUNDS FOR CRITICISM:**

There are many rules and regulations governing advertising practices. Still not all issues are well covered. And advertising is criticized on three major points:

- *Advocacy*
- *Accuracy*
- *Acquisitiveness (spreading material tendencies).*

**Advocacy:** Advertising by its very nature is persuasive. It does not try to be objective or neutral. It has to take some one's side. Simple information and facts are not enough to promote products, particularly when there are so many brands available in the market and there is intense competition.

However, critics want advertising to be objective, informative and neutral. Critics don't understand that by being neutral, advertising can never create a distinctive personality for the products.

**Accuracy:** Often advertisements are full of claims that cannot be proved. Would buying a particular car make you the envy of your neighbours? Would this cream make you fair? Would that product make you more attractive towards the opposite sex? Advertisements are full of such claims that are really matters of perception.

Critics claim that people with limited experiences, such as children and elders, fall prey to such claims. However, advertisements with tall claims can make people buy the product only once. People always find out about the falseness of the claims and would not buy the product a

second time. No marketer would like such a situation as marketers are in the business of building loyal customers.

However, to make the advertisements attractive, advertisers use a certain amount of 'believable lie'.

**Acquisitiveness:** Critics claim that advertising persuades people to buy things that they don't want. Advertising promotes accumulation of objects and this materialistic tendency is not good for the society. Critics say that as people are exposed to large number of advertising messages about improved, newer and better products, they are 'corrupted' into thinking that they must have them.

However, advertising never forces any one to buy anything. It just tells people what is available, helps people compare the options. And ultimately it is the consumer who takes the final decision.

#### **1.2.5 GOOD ADVERTISING PRACTICES:**

The American Advertising Federation (AAF) has propounded certain principles for advertising. These include *truth, substantiation, comparison, guarantees & warranties, claims related to price, testimonial, and taste and decency.*

**TRUTH:** Advertising shall reveal the truth, and shall reveal significant facts, the emission of which would mislead the public.

**SUBSTANTIATION:** Advertising claims shall be substantiated by evidence in possession of the advertiser and the advertising agency prior to making such claims.

**COMPARISONS:** Advertising shall refrain from making false, misleading or unsubstantiated statements or claims about a competitor or his products or services.

**GUARANTEES AND WARRANTIES:** Advertising of guarantees and warranties shall be explicit with sufficient information to let consumers know of their principal terms and limitations or, when space and time restrictions reduce such disclosures, the advertisement shall clearly reveal where the full text of the guarantee or warranty can be examined before purchase.

**PRICE CLAIMS:** Advertising shall avoid price claims, which are false or misleading.

**TESTIMONIALS:** Advertising containing testimonials shall be limited to those of competent witnesses who are reflecting a real and honest opinion as experience.

**TASTE AND DECENCY:** Advertising shall be free of statements, illustrations, or implications, which are offensive to good taste or public decency.

Various bodies in India also have their own codes of ethics. DAVP, AIR and Doordarshan have their codes of advertising practices. Quite a few laws have also been enacted in India in this regard. The Advertising Council of India also has a code of ethics.

The problem with these laws and codes of ethics is that they provide only general guidelines. These laws can easily be sidetracked. So it is left to the practitioners of advertising to take ethical decisions. One has to weight the pros and cons, the good and the bad, the healthy & harmful effects of advertising in given situations. The potential conflict between personal ethics and what is good for the business also adds complexity to this field.

So often it is the personal discretion of the advertising practitioner to deal with the varied situations they face. However, advertising people can solve a lot of problems, particularly of ethical nature- by addressing the following questions:

- *Who should, and who should not, be advertised to?*
- *What should, and what should not, be advertised?*
- *What should, and what should not, be the content of the advertising message?*
- *What should, and what should not, be the symbolic tone of the advertising message?*
- *What should, and what should not, be the relationship between advertising and the mass media?*
- *What should, and what should not, be advertising's conscious obligation to society?*

Another approach to solve this problem is to follow the practices of "societal marketing". Philip Kotler, noted marketing Professor, defines the societal marketing concept as follows, "the organization's task is to determine the needs, wants and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than its competitors in a way that preserves or enhances the consumers' and society's well-being". This approach requires a careful balancing of the company's profits, consumer want satisfaction and public interest. This approach calls for the strictest kind of self-regulation.

At a different level, the media have been playing an important role in curbing unethical practices. They screen and reject advertisements that violate their standards of truth and good taste. For example, *Reader's Digest* does not accept tobacco and liquor ads.

Many magazines do not publish condom ads. In the light of above, some people are of the view that there is an urgent need for taking the initiative and establishing individual ethical parameters that anticipate and even go beyond complaints. Such a proactive stance will facilitate the creative process and avoid embarrassing situations later on. The final word in this

regard comes from the great David Ogilvy, "Never run an advertisement you would not want your family to see".

### **1.2.6 HISTORY AND DEVELOPMENT OF ADVERTISING:**

Advertising today is big business. It is an industry that employs lakhs of people all over the world. In India, despite the recent slump, the annual turn over of advertising business is expected go well beyond the Rs 6,000 crores mark by the year 2000. In the recent times, advertising has become a major force in our economy. This was not the case always. Advertising started on a very small note.

Thousands of years ago, people used primitive hand tools to produce goods. They lived in small, isolated communities and mostly bartered (exchanged) goods and among themselves. Distribution was limited to how far one could walk. And advertising was limited to how loud one could 'shout'.

The first big change came when Greek and Roman merchants developed better business practices. Merchants hung carved signs in front of their shops proclaiming about the goods and services being offered. Symbolic visuals were used on the signboards, as most people could not read.

Slowly adjoining communities started getting connected, thus increasing the span of markets. Newer methods were employed. People selling goods or offering services employed criers to announce their offerings. Slabs made of clay and stone were also heavily used to announce the availability of goods.

Information, and not persuasion, was the objective of the early commercial messages. Information was sufficient then as goods and services were not plentifully available, neither were they easily accessible.

Advertising moved to a new level of communication from small group communication to mass communication - with the invention of printing press and movable types by Johan Guttenberg in the early 1440's. Books were the first to be published. Slowly people started using printed materials to promote their products.

British printing pioneer William Caxton published the oldest existing print advertisement in the United Kingdom. Caxton had published this advertisement "The Pyses of Salisbury". The year was 1477.

During this time emerged newer forms of printed advertisements -posters, handbills and signs. In the early 17th century, newspapers made their appearance. And soon people were

using newspapers as a medium of advertising. The first English advertisement in a newspaper was published in the year 1625.

The word 'advertisement' first appeared around 1655. It was used in the *Bible* to indicate 'notification' or 'warning'. Book publishers used this word as the heading for all the announcements in their books. By 1660, the word 'advertising' was in common use for all kinds of commercial information. The messages continued to be simple and informative till the early part of the 19th century.

### **THE FORMATIVE YEARS:**

The Industrial Revolution, which started in England in the middle part of the eighteenth century, reached its peak by the early part of the nineteenth century. Mechanical advances led to mass production. This necessitated mass consumption, which in turn, made advertising a real necessity.

Various media most notably newspapers were available. So a new business emerged - that of arranging for space in newspapers. The pioneer in this field was Volney B. Palmer, who opened the first 'advertising agency' in 1841 in Philadelphia. It was not a complete agency in the real sense. It just dealt with media space. Still Volney Palmer is considered the first ad man. In the strictest sense, he was just a space-selling agent. Palmer charged commission for arranging space for advertisements in newspapers.

In this early period, mostly the advertiser wrote the copy. And it was full of exaggerations and outrageous claims.

The late nineteenth century saw the field of advertising being developed. Advertising messages became informational and persuasive. Copy writing became polished. Slowly with improved printing processes, ads started having visuals.

Another important development during this time was the advent of magazines. While the first magazine advertisement appeared in 1844, it was only in the late 19th and early 20th century when magazines were widely used as a medium of advertising. Magazines offered space for longer and complex messages. With longer preparation time, printing illustrations was possible. While being highly visible, magazines also offered longer shelf life.

### **MODERN ADVERTISING:**

The beginning of the twentieth century marked a new era for advertising also. Professionalism came into advertising in a big way. And strong foundations were laid by pioneering advertising men who ventured into the field.

The first among these pioneers was Earnest Elmo Calkens of the Bates Agency. His works were full of visuals. The advent of full color printing also helped in a big way. Calkens was the first to introduce "image advertising".

At this time two other pioneers; John E. Kennedy and Albert Lasker formed the Lord and Master Advertising Agency in 1905. Lasker's managerial excellence and Kennedy's salesmanship combined well and the agency produced some of the best advertising of that time. John E. Kennedy gave this definition of advertising "salesmanship in print'. He introduced the 'sales' approach to advertising copy. Kennedy's style was simple and straightforward. In his advertisements he presented facts and arguments, which a salesman would present personally.

Next came the greatest copywriter of all times - Claude Hopkins. After working with many organizations, Hopkins finally joined Lord & Master. While with this agency, he developed many scientific approaches for creating advertising. He was a highly analytical person and introduced many testing methods. His book "Scientific Advertising" first published in 1923, documents the methods of testing that he developed during his long career.

Another important milestone in the evolution of advertising was the introduction of the "soft sell" approach by Theodore E. Mac Manus. His approach, as opposed to the 'hard sell' approach, was to slowly build up a positive association between the product and the consumer and create a lasting image for the products in the minds of the consumers.

When the First World War was over, new products appeared constantly. This product boom led to a boom in advertising. The leading agency during this period was J. Walter Thompson (JWT). The husband-wife team of Stanley and Helen Resor led it. They developed the concept of 'brand names'. Stanley Resor is credited with the developing of the concept of "account services". The Resor couple was also the first to introduce research to advertising. They were the first to use 'status appeal'. Also they spread their branches in many countries outside the US, including in India.

During the Great Depression of the late 1920's, the only agency that was successful was *Young and Rubicam*. Partners *John Orr Young* and *Raymond Rubicam* successfully used fresh and original ideas to create unique ads. Rubicam brought researcher George Gallup into the field of advertising. Later on Gallup set up the now famous 'Gallup Polls'. Two other

researchers Daniel Starch and A.C. Nielson (of Nielson rating) also entered the field of advertising during this time. And thus research became an integral part of advertising.

The next pioneer to enrich the field of advertising was John Caples. He was a vice president of the *Batten, Burton, Darstine and Osborn* (BBDO) agency. Caples was the first to introduce 'brevity' in advertising. He used short words, short sentences and short paragraphs. Caples was the first to elucidate about the power and importance of the 'headlines'. His book "Tested Advertising Methods" written in 1932 was a major contribution to the field of advertising.

The 1930's saw the emergence of Radio. This highly affordable and highly entertaining medium offered tremendous opportunity as a vehicle of advertising. Soon radio became one of the leading advertising media.

Like during the First World War, the advertising industry served as a mass communicator in America. The 'War Advertising Council' (WAC) was so successful that after the war it simply changed its name to the *Advertising council*. This Council is one of the biggest public service organizations in the field of advertising even today.

The post World War II period saw a clutter in the market place with newer and newer products making appearances. During this period came Rosser Reeves of Ted Bates agency. Reeves were the first to coin the now famous 'unique selling proposition' (USP) as a unique benefit, which is not offered by competing products.

Although television came in the 1930's only, it took quite some time to become an important medium of advertising.

### **THE ERA OF CREATIVITY:**

The 1960's were the most important decade in the history of advertising. It saw the emergence of three creative geniuses: *Leo Burnett, David Ogilvy and William Bern Back*.

Burnett, who found the Leo Burnett Agency, introduced "drama" in advertising. His approach was to find the 'inherent drama' in each product & present it in the most believable way. He created fictional characters that told the product's story. The most important of these characters is the 'Marlboro Man' for Marlboro cigarette. Many to reach the average consumer have since followed his approach.

Then came David Ogilvy. Considered by most to be the greatest ad man, Ogilvy adopted the best approach developed by his predecessors. He used the image approach, he used research and he always attached an attractive appeal to the brand. He formed the Ogilvy &



Mather (O&M) agency, which is one of the leading agencies in the world today with hundreds of branches all over the globe.

William Bern Back, founder of the *Doyle, Dane and Bern Back Agency* (1949) defined advertising as the art of persuasion. A highly innovative copywriter, Bernback created touching advertising using feelings and emotions.

### **THE POSITIONING ERA:**

If the 1950's were the era of products and the 1960's was the image era, the 1970's saw a new kind of approach in advertising. Two great strategists, Jack Trout and Al Ries who own the highly successful *Trout and Ries Agency* heralded the new "positioning era". While both Trout and Ries did not denounce the importance of product features and image, they emphasized on the product's positioning i.e. how the product ranked against the competition in the consumer's mind. The most famous ads of this era are the Volkswagen (Think small), Avis (We are only no. 2, but we are working hard), and 7'UP (Uncola).

One trend that started in the 1970's and continued well into the 1980's was the emphasis on performance and profit. Advertising was held responsible for low returns and more money got shifted to 'sales promotion' activities like rebates, coupons etc.

The 1980's also saw the rise of corporate advertising. Large business houses and the organizations started spending large amounts to create better images for themselves.

Another trend in the 1980's was mergers. As big business organizations indulged in acquiring smaller organizations or mergers, advertising agencies also did the same. Many big agencies bought or formed alliances with smaller agencies with in the. This resulted in greater efficiency, more specializations and better global services.

The 1990's so far have seen huge budget cuts. More is being spent in sales promotion, where the returns are immediate and measurable.

Globalization of advertising is continuing. Advertisers have entered previously closed markets like Russia, China and Eastern Europe etc. Direct marketing and niche marketing (finding and serving smaller and highly exclusive target market segments) are increasingly being used.

The key to success for advertising in the future is 'accountability'. Advertising, thus, has to perform well. So in the early 21st century, advertising success could well be establishing a fine balance between creativity and profitability.

### 1.3 SUMMARY:

- Advertising is any paid-for communication intended to inform and/or influence one or more people.
- Advertisers who often use advertising agencies that, assisted by support organizations, plan, produce and place the advertisements in the media (generally mass) to potential consumers.
- Advertising agencies are intermediaries who are independent of other players. Agencies employ creative and business talents who plan, produce and place the advertisements in media. They work for the clients. Advertising agencies vary in size -from one person to thousands of people-, in organizational structure, type of work done and in many other regards.
- Over the years the various mass media including news papers, magazines, radio, television and to some extent films have become part and parcel of the advertising world. Some mass media like radio, TV etc. are solely dependent on advertising revenues for their very survival. Advertising also uses other media like the transit vehicles. There are media exclusively used for advertising like the outdoors, the printed publicity materials etc. The various media reach a variety of people in different geographical locations.
- With mass production, the consumers now have ample choice. With increased income and surplus expendable money, the consumers are choosy about what they need and want. So marketers try their best to woo more and more consumers by offering them what they (consumers) want. They try to reach the consumer by bombarding highly persuasive advertising through various media.
- Advertising plays four major roles in business and society. These are: *Marketing role, Communication role, Economic role, Societal role.*
- Marketing is the strategic process in business used to satisfy consumer needs and wants through goods and services. To reach its target audiences, marketing uses many tools of promotion. Also known as marketing communication, these tools include personal selling, sales promotion, public relations and of course advertising. Advertising is the most widely used and most visible of promotional tools in marketing. It helps mass distribution keep pace with mass production.
- Advertising is a commercial form of mass communication. It transmits different types of marketing information and tries to match buyers and sellers in the market place. Advertising not only informs prospective buyers, if also transforms the product by creating a personality

for it. Using visuals, words, music, drama and lot of other things, advertising creates an image for the product that goes beyond mere facts.

- Charles Sandage, Professor of Advertising and author, is of the opinion that advertising plays an important role in the economy by helping the society to achieve abundance by informing and persuading people about products, services and goods. He also says that advertising assists in the development of judgement of the part of consumers in their purchase practices. Simply put, advertising helps consumers make informed buying decisions.
- Advertising plays a number of social roles. It informs us about new and improved products. Some times it tells us how to use certain products. It also helps us compare products and services. We have already discussed about how advertising helps consumers in making informed buying decisions. Advertising mirrors fashion and design trends. This way it helps us improve our aesthetic sense. Advertising helps in making our life style better.

#### **1.4 KEY WORDS:**

**Advertising:** Advertising is any paid-for communication intended to inform and/or influence one or more people.

**Advertising Process:** Advertisers who often use advertising agencies that, assisted by support organizations, plan, produce and place the advertisements in the media (generally mass) to potential consumers.

**Advertising Agencies:** Advertising agencies are intermediaries who are independent of other players. Agencies employ creative & business talents who plan, produce and place the advertisements in media. They work for the clients. Advertising agencies vary in size -from one person to thousands of people-, in organizational structure, type of work done and in many other regards.

**Advertising Media:** Over the years the various mass media including news papers, magazines, radio, television and to some extent films have become part and parcel of the advertising world. Some mass media like radio, TV etc. are solely dependent on advertising revenues for their very survival. Advertising also uses other media like the transit vehicles. There are media exclusively used for advertising like the outdoors, the printed publicity materials etc. The various media reach a variety of people in different geographical locations. The demographic reach of various media is also different. The advertising agencies try to reach their prospective or potential consumers by choosing the appropriate media.

**Roles of Advertising:** Advertising plays four major roles in business and society. These are: *marketing role, communication role, economic role, and societal role.*

**Marketing Role of Advertising:** Marketing is the strategic process in business used to satisfy consumer needs and wants through goods and services. To reach its target audiences, marketing uses many tools of promotion. Also known as marketing communication, these tools include personal selling, sales promotion, public relations and of course advertising. Advertising is the most widely used and most visible of promotional tools in marketing. It helps mass distribution keep pace with mass production.

**Communication Role of Advertising:** Advertising is a commercial form of mass communication. It transmits different types of marketing information and tries to match buyers and sellers in the market place. Advertising not only informs prospective buyers, it also transforms the product by creating a personality for it. Using visuals, words, music, drama and lot of other things, advertising creates an image for the product that goes beyond mere facts.

**Economic Role of Advertising:** Charles Sandage, Professor of Advertising and author, is of the opinion that advertising plays an important role in the economy by helping the society to achieve abundance by informing and persuading people about products, services and goods. He also says that advertising assists in the development of judgement of the part of consumers in their purchase practices. Simply put, advertising helps consumers make informed buying decisions.

**Societal Role of Advertising:** Advertising plays a number of social roles. It informs us about new & improved products. Some times it tells us how to use certain products. It also helps us compare products and services. We have already discussed about how advertising helps consumers in making informed buying decisions.

### **1.5 SELF-ASSESSMENT QUESTIONS (SAQS):**

1. Discuss the various features of advertising.
2. Discuss the roles of advertising.
3. Throw light on advertising and its various roles.
4. Who are the major players in the field of advertising? Discuss.
5. Throw light on the ethical issues in advertising. Discuss in detail with examples.
6. Discuss the role of advertising as a marketing tool.
7. Trace the history of advertising highlighting the major milestones.

## 1.6 REFERENCES / SUGGESTED READING:

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**Master of Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 2**

**TYPES OF ADVERTISING**

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**LESSON STRUCTURE:**

In this lesson, we shall discuss about the various types of advertisements. We shall focus on the various types of classification based on target audience, geographic area, classification by medium used, and by purpose. The lesson structure shall be as follows:

- 2.0 *Objectives*
- 2.1 *Introduction*
- 2.2 *Presentation of Content*
  - 2.2.1 *Classification of Advertising by Target Audience*
  - 2.2.2 *Classification of Advertising by Geographic Area*
  - 2.2.3 *Classification of Advertising by Medium*
  - 2.2.4 *Classification of Advertising by Purpose*
  - 2.2.5 *Types of Advertisements*
- 2.3 *Summary*
- 2.4 *Key Words*
- 2.5 *Self-Assessment-Questions (SAQs)*
- 2.6 *References/Suggested Reading*

**2.0 OBJECTIVES:**

The objectives of this lesson are as follows:

- \* *To understand the Classification of Advertising by Target Audience,*
- \* *To study the Classification of Advertising by Geographic Area,*

- \* *To study the Classification of Advertising by Medium,*
- \* *To understand the Classification of Advertising by Purpose,*
- \* *To know about the Types of Advertisements.*

## **2.1 INTRODUCTION:**

Advertising started thousands of years ago. In the beginning it was very simple. Advertisers put signboards in front of their shops or sent criers (or tom-tom walls) to the main squares to let people know about the availability of products. Advertising in the beginning was purely informative. The media of advertising were also limited. With the passage of time, advertising has become highly persuasive, omnipresent and uses a wide variety of media. Also with the increasing complexity in the business and other fields, advertising has become a complex process.

Today in the market place, there are a wide variety of advertisers. Also there are a wide variety of consumers whom the advertisers want to reach. And these advertisers want to achieve a variety of objectives. Accordingly, there exist different types of advertising.

## **2.2 PRESENTATION OF CONTENT:**

Think of any country and any type of economy, advertising pervades every part of our society. The products we buy, the clothes we wear, the programmes we watch on TV, the newspapers we read and even the food we eat - all these things are influenced by advertising. Advertising influences most of our decisions. It is one of the most vibrant of industries the world over. Many companies spend millions of rupees and dollars on advertising. This money makes the economy stronger.

Advertising is a vital and vibrant link in the modern economic chain. At a basic level, it provides information about product and service alternatives. We, as consumers, want and use this information.

And yes, whatever the critics say, *advertising works*. Advertising effectiveness can be judged from the fact that rarely any major business survives without advertising. And businesses survive by using different types of advertising as and when required. In this lesson, we shall discuss about the different types of advertising. The content of this lesson shall be presented as follows:

- *Classification by Target audience*
- *Classification by Geographic area.*

- *Classification by Medium*
- *Classification by Purpose*
- *Types of Advertisements*

### **2.2.1 CLASSIFICATION OF ADVERTISING BY TARGET AUDIENCE:**

Advertising is targeted at a particular portion of the population. This is known as the "target audience". Rarely any advertising is aimed at all kinds of people. Many times we see advertisements, which we do not like. It could be because of the advertisement is not aimed at us.

There are two main types of target audiences - consumers and business. Accordingly, there are two types of advertising.

**CONSUMER ADVERTISING:** Most of the advertisements that we see in the major media like TV, radio, newspapers, magazines etc. are consumer advertisements. These are aimed at the consumers who buy the products for themselves or someone else for personal use. Manufactures, marketers, dealers or retailers sponsor these advertisements. Consumer advertising also includes services and ideas that are meant for general consumption.

**BUSINESS ADVERTISING:** While majority of products are meant for the general population, quite a few products are not meant for professional use. These include machines, machine parts and a variety of services. Advertisements of these kinds of products do not generally appear in the mass media. These ads are usually published in specialized business publications or professional journals.

Often these products are advertised directly through mail in the form of letters. Some times these products are advertised during exhibitions or trade shows. The general public is often not aware of this type of advertising.

Business advertising is again of three types *industrial, trade and professional*.

*Industrial advertising* is meant for people who buy or influence the purchase of industrial goods and services. These goods and services are used in the manufacture of other products and include raw materials, machinery, equipments, semi manufactured goods, machine parts. Industrial products also include those things that are used to conduct business i.e. office machines, desks, computers, file cabinets etc. The industrial services include insurance, book keeping or accounting, and maintenance. These kinds of products and services are advertised mostly in business or specialized publications and sometimes in general mass publications also.



The second type of business advertising is *trade advertising*. Trade means the chain of organizations that manufacturers and marketers use to reach the final consumers. These include the wholesalers, dealers and retailers. Trade advertising is done to achieve greater distribution by expanding the existing chain of outlets and encouraging existing outlets to stock more of the products.

*Professional advertising*, the third type of business advertising, is aimed at professionals like doctors, engineers, architects, teachers, lawyers etc. These advertisements appear in highly specialized professional journals. Professional advertising has three objectives:

- *To convince professionals to buy particular brands of equipment or service for use in their work,*
- *To persuade professionals to use the product personally, and*
- *To encourage professionals to recommend or prescribe a specific product or service to their clients or patients.*

### **2.2.2 CLASSIFICATION OF ADVERTISING BY GEOGRAPHIC AREA:**

On the basis of geographical area or reach, advertising can be classified in to three groups.

- Local or Regional
- National
- International

Small organizations limit their business to the local, regional or the state level. The area covered is usually a city, district or a state. These advertisers use local media and local language. Such advertisements usually have a local flavour. Retail stores also undertake local advertising. Some times organizations start their business at local levels & once success has been achieved, they spread to wider areas. One good example of this is the Nirma Washing Powder. It started selling in Gujarat in the initial days. Later on it spread to all parts of India. So the company's advertising, which was confined to Gujarat in the beginning, later spread to all over the country.

National advertising is undertaken by organizations doing business all over a country. When the target audience is spread all over the country, the advertising uses national media. In India, national advertising uses both Hindi and English languages. They use Doordarshan and other TV channels, all the major Hindi and English newspapers and magazines.

Business houses like Hindustan Lever, Godrej, Escorts, Tata, etc. spend crores of rupees every year on national advertising. Companies doing national advertising also do regional

advertising to strengthen their position in specific regions. In many cases, big companies also conduct test launches in smaller regions for new or modified products before moving on to the national scene.

In the recent years, the world has experienced dramatic changes including cooperation in the political and business spheres. This has led to the emergence of strong multinational companies (MNC's). With the lifting of trade barriers and the opening of previously closed markets, MNCs now are spreading their businesses to many countries. Cola giants Coke and Pepsi, fast-food giants like McDonald's, KFC and Pizza Hut, companies like UniLever, IBM, Sony etc., have got strong presence in hundreds of countries.

These companies use international media like the Time or Newsweek magazines, Readers Digest and the entire major international. TV channels like CNN, Star etc.

To facilitate efficient handling of such global advertising, major international advertising agencies have been consolidating their positions by taking over or establishing partnerships with major national agencies. As a result almost all major Indian ad agencies now have tie ups with international agencies. Global advertising often uses uniform copy or uniform appeal for their companies.

### **2.2.3 CLASSIFICATION OF ADVERTISING BY MEDIUM:**

Advertising tries to reach the target audience by using a variety of media. Accordingly, advertising can be classified on the basis of the media used to present the message. The various types of advertising according to the media used are:

- Print Advertising (Using Newspapers and Magazines)
- Broadcast Advertising (Using Radio & Television)
- Video Advertising
- Cinema Advertising
- Outdoor Advertising (Posters, Wall writing, Hoardings, Boards, Various types of sign boards, Banners, Balloons, Sky writing etc.
- Transit Advertising (Using a variety of vehicles)
- Postal Advertising (Direct Mail Advertising - used by Readers Digest and many direct selling companies)
- Point of Purchase (POP) Advertising: Usually printed publicity material like leaflets, brochures, danglers, pamphlets, posters or other special displays distributed or displayed at the places where products are sold.
- Internet Advertising:

- Special Media Advertising: Advertisers sometimes use the backside of matchboxes, the postal and other official stationary to give brief messages. These advertising messages are mostly social).

#### **2.2.4 CLASSIFICATION OF ADVERTISING BY PURPOSE:**

A wide variety of business and other organizations undertake advertising to achieve a wide variety of objectives. Advertising can be classified according to the purpose, i.e., on the basis of the sponsor's objectives. Advertisements promote goods, services or ideas. Some ads are meant to generate profit while some are not profit oriented. Some try to create primary demand for a product category, while others promote individual brands. Some ads try to sell and others try to create awareness and still others try to create good will. This way advertising can be classified as follows:

- o *Goods vs. non - goods advertising.*
- o *Commercial vs. noncommercial advertising*
- o *Action Vs. awareness advertising.*
- o *Primary demand vs. selective demand advertising.*

#### **GOODS VS. NON-GOODS ADVERTISING:**

Most advertising promotes goods. These could be consumer goods or industrial goods and thus are directed at different target audiences and use different types of media. Such advertising is done to sell more of the product.

Services advertising include education, entertainment, hospitality, transportation, banking, insurance etc. This kind of advertising is done to encourage more people to use the services.

Many times only companies, organizations or institutions are advertised. These companies or firms might be manufacturing goods, service organizations, non-profit organizations or political parties. This kind of advertising is called corporate or institutional advertising. The main objective of this kind of advertising is to promote the organization's mission or philosophy and win greater acceptance by the target audience. This is a public relations exercise that aims at creating good will and a positive image for the organization.

One example is Tata Steel campaign "We also make steel", where the ad tells us about the wide range of fields that 'Tata' operates in. Sometimes organizations advertise to promote a social issue. Organizations also undertake advertising to counter public criticism. One recent

example is the campaign by 'DHARA' when the company advertised about its withdrawing all DHARA brand oil packs from the market following a case of mustard oil adulteration.

Some times even persons (during elections) and places or events (to attract more visitors) also advertise. These days we get lot of advertisements promoting sporting, musical and other events. Also films, and television programmes are being heavily advertised these days.

Of course one of the most important non-goods advertising is idea advertising. Social organizations undertake such advertising to promote their ideas and ideologies.

#### **COMMERCIAL VS. NONCOMMERCIAL ADVERTISING:**

Commercial advertising seeks profit. Non-commercial advertising seeks acceptance, help, support, donations or attitudinal changes. Goods and services advertising fall in the commercial category while advertising of ideas and some of the institutional advertising fall under the non-profit category. Social advertising is noncommercial advertising, as it seeks no profit.

#### **ACTION VS. AWARENESS ADVERTISING:**

This concept of classifying advertising on the basis of the expected consumer response was first introduced by advertising professionals Stan Rapp and Tom Collins in their book 'Maxi Marketing'. Rapp and Collins were of the view that some ads are intended to bring about immediate action while others have long term goals.

*Action advertising*, also known as 'hard sell' advertising, seeks immediate and direct response from the audience. The best examples are the 'Sale' ads and direct mail ads, which give coupons and encourage direct response.

*Awareness advertising* has long-term objectives. It tries to first create awareness about the product advertised and a positive image about the product. This leads to the action. When used by commercial products and services, this kind of advertising is called 'soft sell' advertising.

Most of the *social advertising* is again intended for creating awareness. The AIDS awareness campaign run by National Aids Control Organization (NACO) is a good example of this.

#### **PRIMARY-DEMAND ADVERTISING VS. SELECTIVE-DEMAND ADVERTISING:**

Most of advertisements try to create selective demand. That is they promote a particular brand. However, quite a lot of advertisements try to promote a product category as a whole. The campaign run to promote use of condoms tries to generate primary or general demand for the entire product category and not individual brands. Other examples are the ads by the National Egg Coordination Committee (SUNDAY HO YA MONDAY, ROZ KHAO ANDE) and the National

Diary Development Board (Operation Flood) try and encourage more consumption of eggs and milk respectively.

These kinds of ads are often undertaken by cooperatives and thus known as co-operative ads. At another level few retail stores also get together and advertise on a co-operative basis.

### **2.2.5 TYPES OF ADVERTISEMENTS:**

In addition to the variety of advertising, we also see different types of advertisements. In case of news papers and magazines there are three types of advertisements. There are:

- i) Classified ads,
- ii) Display-classified ads,
- iii) Display ads.

#### **CLASSIFIED ADVERTISEMENTS:**

These are the simplest of advertisements. These ads give only the information in a simple, direct manner. Such ads are very small in size, use simple typefaces and no visuals and colour, and usually are packed together under specific headings.

Advertisers use classified ads when they want to convey only information. Matrimonial ads, accommodation-wanted ads, etc., fall under this category. Such advertisements are usually filled with information. The writing style is also plain and informative. Almost all classified ads are fitted into a single column.

In case of classified ads, it is the readers who look for the ads. So there is no need to be visible or persuasive.

Most newspapers have classified pages. In fact, many newspapers are now publishing special supplements for classified - especially for matrimonial ads.

Newspapers and magazines have fixed rates for classified ads, mostly on the basis of the number of words. Classified ads are the oldest form of print advertising.

#### **CLASSIFIED DISPLAY ADVERTISEMENTS:**

Most of the classified ads are clustered tightly in newspapers and magazine pages. And it is not easy to find particular ads from this clutter. So advertisers try to add some elements of display into such ads. These additional features include a variety of typefaces or sizes, visuals and the use of white space. Such advertisements are known as display-classified ads.

Display classified ads are bigger in size than classified ads. These ads use persuasive language and use visuals to attract the attention of the reader. Also these ads are costlier than

classified ads. The rates are fixed on the size or the space occupied rather than the number of words used.

Examples of such ads include the 'sale' ads, tenders and notices, and recruitment ads.

### **DISPLAY ADS:**

As the name suggests these kind of ads use various elements of display including colour, visuals etc. These are usually bigger in size. A wide variety of type faces and sizes are used in display ads. Also white space is judiciously used to make these ads more attractive. Display ads are highly attractive and draw the readers' attention. The language used is often highly persuasive.

These ads are the much more costlier than classified and display-classified ads. For both display - classified and display ads, rates are fixed according to the amount of space used.

In case of television and radio, there are two types of advertisements. These are called the 'sponsoring ads' and the 'spots'. Sponsoring ads are ads of companies or organizations that sponsor particular programmes on radio and TV. Spot ads are the ones that come before, during and after the programmes.

Sponsors pay for sponsoring the programmes. In return, the TV channel or radio channel provides the sponsor some free commercial time (FCT). Sponsors use this FCT to broadcast their advertisements. Sponsors do not pay for the 'time' they use to show their ads.

On the other hand 'spot' ads on radio and TV pay for the time they use. Various rates are fixed for various timings and on the basis of the popularity of the programmes (more popular the programmes, more is the viewership, more is the rate). For example Doordarshan charges Rs. 90,000/- for ten seconds of advertising time during prime time.

## **2.3 SUMMARY:**

- Advertising in the beginning was purely informative. The media of advertising were also limited. With the passage of time, advertising has become highly persuasive, omnipresent and uses a wide variety of media. Also with the increasing complexity in the business and other fields, advertising has become a complex process.
- Today in the market place, there are a wide variety of advertisers. Also there are a wide variety of consumers whom the advertisers want to reach. And these advertisers want to achieve a variety of objectives. Accordingly, there exist different types of advertising.
- Most of the advertisements that we see in the major media like TV, radio, newspapers, magazines etc. are consumer advertisements. These are aimed at the consumers who buy

the products for themselves or someone else for personal use. Manufacturers, marketers, dealers or retailers sponsor these advertisements. Consumer advertising also includes services and ideas that are meant for general consumption.

- While majority of products are meant for the general population, quite a few products are not meant for professional use. These include machines, machine parts and a variety of services. Advertisements of these kinds of products do not generally appear in the mass media. These ads are usually published in specialized business publications or professional journals.
- Business advertising is again of three types *industrial, trade and professional*.
- Industrial advertising is meant for people who buy or influence the purchase of industrial goods and services. These goods and services are used in the manufacture of other products and include raw materials, machinery, equipments, semi manufactured goods, machine parts. Industrial products also include those things that are used to conduct business i.e. office machines, desks, computers, file cabinets etc. The industrial services include insurance, book keeping or accounting, and maintenance.
- Wholesalers, dealers and retailers do trade advertising. Trade advertising is done to achieve greater distribution by expanding the existing chain of outlets and encouraging existing outlets to stock more of the products.
- Professional advertising, the third type of business advertising, is aimed at professionals like doctors, engineers, architects, teachers, lawyers etc. These advertisements appear in highly specialized professional journals. Professional advertising has three objectives: to convince professionals to buy particular brands of equipment or service for use in their work, to persuade professionals to use the product personally, and to encourage professionals to recommend or prescribe a specific product or service to their clients or patients.
- Action advertising, also known as 'hard sell' advertising, seeks immediate and direct response from the audience. The best examples are the 'Sale' ads and direct mail ads, which give coupons and encourage direct response.
- Awareness advertising has long-term objectives. It tries to first create awareness about the product advertised and a positive image about the product. This leads to the action. When used by commercial products and services, this kind of advertising is called 'soft sell' advertising.
- Social advertising is intended for creating awareness. The AIDS awareness campaign run by National Aids Control Organization (NACO) is a good example.

## 2.4 KEY WORDS:

**Reasons Behind Types of Advertising:** Today in the market place, there are a wide variety of advertisers. Also there are a wide variety of consumers whom the advertisers want to reach. And these advertisers want to achieve a variety of objectives. Accordingly, there exist different types of advertising.

**Consumer Advertising:** Most of the advertisements that we see in the major media like TV, radio, newspapers, magazines etc. are consumer advertisements. These are aimed at the consumers who buy the products for themselves or someone else for personal use. Manufactures, marketers, dealers or retailers sponsor these advertisements. Consumer advertising also includes services and ideas that are meant for general consumption.

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**Industrial Advertising:** This is meant for people who buy or influence the purchase of industrial goods and services. These goods and services are used in the manufacture of other products and include raw materials, machinery, equipments, semi manufactured goods, machine parts. Industrial products also include those things that are used to conduct business i.e. office machines, desks, computers, file cabinets etc.

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**Action Advertising:** This is also known as 'hard sell' advertising. It seeks immediate and direct response from the audience. The best examples are the 'Sale' ads and direct mail ads, which give coupons and encourage direct response.

**Awareness Advertising:** This has long-term objectives. It tries to first create awareness about the product advertised and a positive image about the product. This leads to the action. When



used by commercial products and services, this kind of advertising is called 'soft sell' advertising.

**Social Advertising:** This is again intended for creating awareness. The AIDS awareness campaign run by National Aids Control Organization (NACO) is a good example of this.

## 2.5 SELF-ASSESSMENT QUESTIONS (SAQS):

1. Discuss the various types of advertising.
2. Discuss how and on which bases advertising is classified.
3. Throw light on display advertising.
4. Throw light on display-classified advertising. Discuss.
5. Throw light on classified advertising.

## 2.6 REFERENCES / SUGGESTED READING:

- **Advertising (4<sup>th</sup> Edition)**; by Jefkins, Pearson Education, Delhi, India; 2006
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## Master of Mass Communication (1<sup>st</sup> year) / PGDMC

### ADVERTISING AND CORPORATE COMMUNICATION

MMC 105 / PGDMC 105

Lesson: 3

#### EXAMPLES OF ADVERTISEMENTS

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#### LESSON STRUCTURE:

Advertising has many faces. Some advertisements entertain us through humour. Others make us think. Some advertisements talk to us directly while others adopt an indirect approach. Some ads take us on tours of exotic locale. Some others provide us valuable insight. Some provide information; some entertain us, while some others try to educate us. All advertisements basically try to persuade us. Although critics say that advertising does advocacy and tries to influence us.

Advertising has emerged as a major tool of marketing communication. It informs people about the advertised products, it creates positive images; and it persuades.

In this lesson, we shall discuss about the basic elements of advertising. We shall also focus on some examples of advertising. This lesson shall be structured as follows:

3.0 *Objectives*

3.1 *Introduction*

3.2 *Presentation of Content*

3.2.1 *Music in Advertising*

3.2.2 *Emotions in Advertising*

3.2.3 *Drama in Advertising*

3.2.4 *Use of Kids in Advertising*

3.2.5 *Use of Celebrities in Advertising*

3.2.6 *Use of Imagery in Advertising*

3.2.7 *Humour in Advertising*

3.2.8 *Action in Advertising*

3.2.9 *Sex in Advertising*

3.2.10 *Use of Animals in Advertising*

3.2.11 *Use of Fictional Characters in Advertising*

*3.2.12 Characteristics of Good Advertising*

*3.2.13 Examples of Advertisements*

*3.3 Summary*

*3.4 Key Words*

*3.5 Self-Assessment-Questions (SAQs)*

*3.6 References/Suggested Reading*

### **3.0 OBJECTIVES:**

The objectives of this lesson are as follows:

*To Understand the Use of Music in Advertising*

*To Understand the Use of Emotions in Advertising*

*To Understand the Use of Drama in Advertising*

*To Understand the Use of Kids in Advertising*

*To Understand the Use of Celebrities in Advertising*

*To Understand the Use of Imagery in Advertising*

*To Understand the Use of Humour in Advertising*

*To Understand the Use of Action in Advertising*

*To Understand the Use of Sex in Advertising*

*To Understand the Use of Animals in Advertising*

*To Understand the Use of Fictional Characters in Advertising*

### **3.1 INTRODUCTION:**

Home, office, outside on the streets or wherever we are, we see advertisements. All through of the day or night, advertisements are directed at us. Advertisements are called omnipresent, intruding, alluring, annoying. Whatever name we give them, advertisements are here to stay. There is no escape from advertisements. We like some ads and we hate some. And sometimes one wonders what makes an advertisement likable and even great.

Some ads are simply outstanding. In India, we have quite a few of them. The series on *Amul chocolates (a gift for someone you love)*, the strip series of ads for *Amul Butter*, the earlier *Limca* series (*Lime & Lemony Limca*), the ads created by *Lok Seva Sanchar Parishad* on national integration, the *Dhara* advertisement featuring that cute kid, the advertisements of the *National Egg Council of India*

(Sunday *ho ya Monday, roj khayo ande*) and by the *Operation Flood* (Doodh doodh...) are examples of great advertisements.

Great ads, whether part of a campaign or single ads do two things. They touch the hearts of the consumers and at the same time deliver a selling message.

Great ads try to engage the consumer by a variety of means. These are:

- *Catchy music*
- *Emotions*
- Drama*
- *Use of kids*
- *Use of celebrities*
- *Use of fictional characters*
- *Humour*
- *Action*
- 
- *Sex*
- *Use of animals*
- *Use of imagery*

### **3.1 PRESENTATION OF CONTENT:**

Advertising has become a ubiquitous (or omnipresent) and powerful element of modern business. It has also become an inseparable part of contemporary societies. As a major communication force it plays an important role in the shaping and operation of the whole mass communication system (mass media ranging from the newspaper to the Internet), for which it provides primary economic support.

It now reflects the changing tastes of the consumers, the developments in technology and lifestyle, and the fast changing wants and attitudes.

We shall discuss about all these aspects in this lesson. The content of this lesson shall be presented as follows:

- *Music in Advertising*
- *Emotions in Advertising*
- *Drama in Advertising*
- *Use of Kids in Advertising*
- *Use of Celebrities in Advertising*
- *Use of Imagery in Advertising*
- *Humour in Advertising*
- *Action in Advertising*
- *Sex in Advertising*
- *Use of Animals in Advertising*

- *Use of Fictional Characters in Advertising*
- *Characteristics of Good Advertising*
- *Examples of Advertisements*

### **3.2.1 MUSIC IN ADVERTISING:**

Music is an all time favourite in advertising. The musical catch line- *Kuch Khas Hai* (something special) - of the *Cadbury* chocolate series not only involves the consumers; it also puts across a message that this chocolate is something special. Catchy music is used by almost all the TV and radio ads. Music entertains, it engages and involves the audience and it helps in the easy acceptance of the selling messages.

### **3.2.2 HUMOUR IN ADVERTISING:**

One of the most used elements in advertising is humour. In a world full of stress and strain, humour in ads gives us a chance to have a laugh. This helps in building a positive association with the brand advertised. The series of ads of *Maggi Hot & Sweet* with Javed Jaffery and Pankaj Kapoor is a good example of humour in ads. The product *Hot and Sweet* is put in variety of situations and the line ' *It's different* ' positions the brand differently in the minds of the people.

### **3.2.3 EMOTIONS IN ADVERTISING:**

Many ads also use emotions. Emotions touch our hearts and make us feel good. The ads of '*Titan*' watches use emotions to great effect. These ads show different relations - *father and daughter, husband and wife* etc. - and show the '*Titan watch*' as a gift for some one close to you whom you love dearly. The *Prestige* pressure cooker ad tells if you love your wife, how can you say not to *Prestige* (*Jo apni biwi se karta ho pyar, woh Prestige se kaise kare inkar*).

### **3.2.4 ACTION IN ADVERTISING:**

Another element widely used in ads is action. Be it the *ThumsUp* advertisements or the *Four Square Kings* ads or the ads of *Action shoes*, action is predominantly used. Action helps in creating a bond between the product and the consumer. This is used for products, which are action-oriented.

### **3.2.5 DRAMA IN ADVERTISING:**

Like emotions, drama also plays an important part in many ads. By nature, all of us love drama as it adds spices to our lives. The '*Ericson*' mobile phone ad is a very good example of this. Same is the case with *Mirinda Lemon flavor* ads featuring *Amitabh Bachchan*. These ads combine both humour and drama.

### **3.2.6 SEX IN ADVERTISING:**

For a long time condom advertisements were simple and gave direct messages. They either showed happy couples, line drawing of *Adam and Eve*, etc. But the '*Kamasutra*' condoms revolutionized the advertising industry in India. The ads of *Kamasutra* showed two bold & beautiful models (Mark Robinson and Pooja Bedi - later on the models have been changed) in intimate poses. This element of 'sex' was tied well with the brand. Thus the ads became immensely popular as did the brand.

However, sex is often used as a mere attention-grabbing device. Like using scantily clad women for advertising products like tyres, pens, suitcases do not seem logical. Also sex often creates controversies. Two recent examples are the *Tuff shoes* and *MR Coffee* campaigns.

### **3.2.7 KIDS IN ADVERTISING:**

Kids are almost always adorable. Cute and playful, kids evoke many emotions in us. Thus kids become very good vehicles of conveying messages through ads. From the *My daddy strongest* advertisement to '*Papa to Buddhu hai*' ad, kids have been successfully used. Kids are not only used in ads of products for kids, they are also used for a wide range of products. '*Raymonds*' uses kids to great effect as does '*Dhara*' and many others.

### **3.2.8 USE OF ANIMALS IN ADVERTISING:**

Dogs are loyal. Horses are masculine. Lions are majestic and elephants are awe-inspiring. Accordingly, animals have been used to attach a variety of characteristics to different brands. *Ceat* tyres are *born tough*. This company uses a *rhinoceros* to show that their tyres are really tough. *Lipton Tiger* tea ads showed a man drinking this brand of tea is not even afraid of a tiger.

Often horses are shown in ads to attach the element of masculinity to products like in the *Cinthol* soap ads (featuring *Vinod Khanna*), the *Four Square Kings* or *Jaisalmer* cigarettes ads. *Videocon Emperor* uses a lion to show that it is the boss in the jungle of televisions.

### **3.2.9 CELEBRITIES IN ADVERTISING:**

Celebrities are used for both social & commercial ads. Twenty-four famous sports persons featured in one advertisement for national integration created by the *Lok Seva Sanchar Parishad*. Another series on national integration created by the *LSSP* featured many noted classical musicians, sports persons and film stars. *Shabana Azmi* features in the AIDS awareness ads produced by the *National Aids Control Organization (NACO)*.

During *Diwali*, many film stars and other personalities are featured in ads that tell people to adopt safer practices while playing with firecrackers. Many film stars are involved with the *Pulse Polio Immunization* campaign. The entire team of the popular serial '*Nukkad*' featured in one ad for the *oral rehydration solution (ORS)*.

On the other hand, commercial ads also use popular stars from different fields to promote various brands. Some time back, *Raymonds* used celebrities who were the number one in their respective fields like *Geet Sethi* (Billiards), *Vishwanathan Anand* (Chess), *Vijaya Pat Singhania* (successful businessman and world record holder in twin engine aeroplane flying), *Pessy Shroff* (Jockey), *Pandit Shiv Kumar Sharma* (Santoor maestro).

The current cola war involves top bollywood stars. *Pepsi* has *Shahrukh Khan* while *Coca Cola* ads feature *Amir Khan*. The third member of the trio - *Salman Khan* - features in the *Thums Up* ads.

When advertisements have celebrities featured, it helps in attaching the element of celebrity status to the brand. For more than fifty years, *Lux* is being portrayed as *filmi sitaron ka saundarya sabun*. Being hero worshipers by nature, we tend to idolize the celebrities and try and copy our favorite stars.

Advertisers exploit this tendency to popularize their brands. One recent example is the *Hyundai Santro* campaign. By using *Shahrukh Khan* in an innovative way, the *Hyundai* Company has been able to change attitudes, build a lot of awareness and acceptability for its car - *Santro*.



### **3.2.10 FICTITIONAL CHARACTERS IN ADVERTISING:**

*Air India* has its own ' *Maharaja*'. *Asian Paints* has a small kid named *Gattu* playing with a paintbrush. *Nerolac* has a 'tiger cub'. *Rasna* has got its own 'genie'. *Boomer* bubblegum has a *flexible rubberman* with highly extendable limbs. These characters are highly appealing. Being 'fantasy' characters, they offer complete flexibility and capture the inherent drama of the product. This way a complex message is easily & effectively communicated.

### **3.2.11 IMAGERY IN ADVERTISING:**

*Marlboro* cigarette has been the number one cigarette brand in the world for many years. Its popularity is build up by the highly relevant images of a *cowboy* in a ranch with a lot of horses etc. *Lux* soap always presents a dream like situation. *Four Square Kings* and *Thums Up* ads always have masculine symbols & scenes. *Kelvinater* uses images related to coolness. These images are strong and compelling. They convey about certain attributes of the brand and create a specific personality of the brand in the minds of the consumers.

### **3.2.12 CHARACTERISTICS OF GOOD ADVERTISING:**

So far we have discussed about certain elements of good ads that we can see or feel. But there are certain characteristics, which are mostly hidden (can not be seen or felt), but contribute immensely to the success of advertisements. These are:

- *Strategy,*
- *Creativity and*
- *Execution*

**STRATEGY:** All good advertising is based on good strategy. Every good advertisement has a specific audience and has specific objectives. Good ads talk about the target audience's most important concern. These ads try to achieve their objectives and are placed in media that most effectively reach the target audience.

**CREATIVITY:** This is a complex concept. It deals with the central theme or idea of the advertisement that gets the consumers' attention and stays in their memory. Creativity is all about original and innovative ways of persuading the audience. It is there in the planning stage, strategy development stage, it is there in the field of

research, it is there in preparation of ads and also in the planning and buying of media time and space.

**EXECUTION:** This is the final characteristic of good ads. Execution involves craftsmanship. It involves the minutest of details, techniques, and production values. Execution should go with the strategy and creative ideas. While strategy and creative ideas answer the question *what to tell*, execution answers the question *how to tell*. The answer to the second question is as important as the first.

### **3.2.13 EXAMPLES OF ADVERTISEMENTS**

#### **ADVERTISEMENT -1**

*Client: The Times of India, Bangalore.*

*Product: The Times of India, Bangalore.*

*Agency: Enterprise Nexus.*

This ad appeared in The Times of India. It is a quarter page (four columns x 25cm or 100 column cc) ad. There is some thing unusual about this ad. It does not have any visual. This 'copy only' treatment makes this ad different from all those visual filled ads.

Now let us discuss about the copy. This ad has a very long headline. The usual length of headlines is about seven to ten words. This headline has fourteen words. Because there is no visual, the headline is the only attention-grabbing device. And accordingly it has been given a lot of 'visual treatment'. First it has been composed in very large type size. Also two varieties of typefaces have been used. These are the straight Roman variety and the slanting italic variety. This breaks the monotony which otherwise would have crept in if the headline had been set in a single typeface variety. The space allotted to the headline is about two-third of the total area of the ad. To avoid looseness or emptiness, the headline has been set in reverse. The black background makes the headline look filled up and also makes it stand out.

The headline talks about the growth rate of The Times of India, Bangalore edition. The tie-up with a very current issue of price rise of onions helps in building a very unique but relevant connection. The headline arouses curiosity - because of its content, the unusually long length and the visual treatment. The headline, thus, compels the reader to go further and read the body copy, which is short and thus, inviting.

Immediately below the headline is the two-line body copy. This is set in very small type size. The curiosity aroused by the headline is whetted by the body copy, which talks about the phenomenal growth (267%) of the Bangalore edition of The Times of India. The statement that "price of onions is bound to come down soon" suggests that the growth of the product (The Times of India) is not coming down.

The other things in the ad are the logo mark and brand name, which are prominently displayed. A lot of white space around these two elements (logo and brand name) makes them stand out. The slogan "Bangalore's fastest growing daily" is simple but highly effective.

At the left hand bottom corner of the ad is the source of the rates quoted in the ad. This helps in making the information about the circulation figures more credible.

This advertisement is different from the routine advertisements. It stands out, gets the audience's attention, arouses curiosity, informs about the plus points of the product and conveys a very powerful selling message.

#### **ADVERTISEMENT - 2**

*Client: Electrolux Appliance Company.*

*Brand: Electrolux washing machine.*

*Agency: TBWA Anthem.*

The standard practice in the field of advertising is that advertisements trying to touch the heart are visual heavy (these use emotional appeals) and advertisements trying to reach the head are mostly copy heavy (these use rational appeals).

This advertisement of *Electrolux* uses rational appeal. It tries to convince prospective buyers by highlighting the functional features of the brand. This is why we have a very small black and white visual of the washing machine. Though small in size, the visual shows a sleek machine. The swirl of water inside the machine (seen through the see through window) suggests the 'power' of the machine.

Coming to the copy, the headline is set unusually. Instead of being set in one single line, it is in the form of a copy block Surprisingly; the headline is placed not at the top but almost at the bottom.

The headline - "*Looks at dirty clothes in 24 different ways*" suggests about the wide variety of functional features i.e. wash programmes of the machine. The body copy, which is not very long, elaborates how this machine distinguishes among different types of fabrics and different levels of dirt.

The logo mark, brand name and the slogan are placed at the right hand bottom corner. The slogan also talks about the main feature of the company - *the world's largest home appliance company*. There is a surprise in this ad. Unlike most other ads that avoid any mention of the price, in this ad the price of the product is mentioned prominently. This could be an attempt to break the price sensitivity of people.

At the bottom is the list of branches with addresses and telephone numbers to inform the prospective buyers.

*ADVERTISEMENT - 3*

*Client: Cancer Society of India*

*Objective: Creating awareness*

*Agency: Ogilvy Benson Mather (now Ogilvy & Mather).*

**The client:** The Indian Cancer Society was established in 1951 to create awareness among people about early detection, cure of cancer and rehabilitation. It informs people about cancer symptoms, treatment facilities, specialized consultancy etc.

**The Agency:** Started by advertising guru David Ogilvy, the *Ogilvy, Benson and Mather* (now *Ogilvy & Mather*) is one of the first multinational advertising agencies to open a branch in India. For almost fifty years now this agency has been one of the top agencies of the country.

**The Campaign Objectives:** People of India are not very much health conscious. No importance is attached to regular medical checks. And there is not much of belief on that golden saying - *prevention is better than cure*. On top of everything are the pre-conceived attitudes about diseases - particularly cancer. A research study conducted by OBM revealed that almost every body in the country (96 percentage of the population) knew about cancer. However, most of them believed that there is no cure for cancer.

The campaign objectives were:

- Changing people's attitudes about the curability of cancer and the social acceptability of persons treated for cancer,
- Encourage people to overcome the fear of cancer, and
- Motivate people to go for free cancer check-ups.

**The advertising Strategy:** Two themes thought for the campaign were 'fear' and 'hope'. Fear was thought of to shock the people out of their slumber to make them understand that neglecting cancer could and often leads to death. However, more emphasis was put on positive projecting. Thus the theme of hope was used. Quite a few ads were created. Not all of them were used. The campaign was limited to the city of Bombay only.

**ADVERTISEMENT 4:**

*Client: Beauty Without Cruelty (India)*

*Agency: Frank Simoes Advertising.*

Beauty Without Cruelty is an international organization working to prevent killing of and cruelty towards animals. This particular campaign was developed by *Frank Simoes Advertising agency*, Bombay at the behest of the Indian chapter of the organization.

The campaign generated its own funds. Donations were collected and some media publications like *India Today*, *Reader's Digest* and *Business India* offered free space.

These particular advertisement high lights the cruelties meted out to animals for human pleasure. By using visuals of commonly affected animals and moving copy the campaign succeeded in creating awareness among people.

**ADVERTISEMENT: 5**

*Client: Reliance Textile Industries Ltd.*

*Brand: Vimal sarees.*

*Agency: Frank Simoes Advertising.*

Indian tradition says it very well. It lists a total of 16 *shringars* or beautification practices adopted by women. Cashing on this, the agency came up with this ad. The visual, covering all most the entire space of the ad, shows two young ladies having a *mehndi* (colouring of palms) session. This is shown as the final touch to their make up. However, the sarees of both the women are high lighted with great effect. The layout also contributes a lot to the effectiveness of the ad.

The headline is given in two parts. The first part is 'A women expresses herself in many languages'. This refers to the many *shringars*. The second part - *Vimal is one of them* - tries to portray *Vimal* sarees as the dress option. This ad does not have any body copy because it uses emotional appeal. This is a beautiful

ad where the visual and headline tell the complete story. There is no need for any body copy as there is nothing to explain or elaborate.

#### **ADVERTISEMENT: 6**

*Client: The Times of India Group.*

*Product: The Times of India Group publications.*

At first glance, you see the face of a middle aged lady with skepticism or doubt reflected on it. She looks like a typical housewife. You become curious. You read the headline. It says: "*The most difficult task for an advertising man is to get a woman to try it for the first time*". You become more curious. So you read the body copy. The body copy elaborates about the objectives of advertising. It lists the various things that advertising tries to do.

And finally it delivers the selling message: *What ever the message, The Times of India Group reaches 25 million readers through it is publications.* Then the promise is delivered: *To ensure that the first time she tries a new product won't be the last time.*

Then all the publications of the group are listed followed by the slogan- *The medium is the message.* This highlights the fact that publications of The Times of India group are very effective media of conveying advertising messages.

#### **TV ADVERTISEMENTS**

##### **Coca cola**

A Kid returns from school. He is hungry. Throwing his school bag, he asks his mother for food. The mother tells him to get a pet bottle of Coca Cola. The boy is confused. He wants to know what food he is getting. The mother asks him again to get a pet bottle. When the boy repeats his question, she tells him that a packet of noodles is free with a pet bottle of Coca Cola. The next shot shows all the family members enjoying and singing *the slogan Khao Piyo Coca Cola.*

This ad is an attempt to associate *Coca Cola* with newer things and thus a wider audience. It started with *Eat Cricket, sleep Cricket, but drink only Coca Cola.* To associate the brand with football & films, the slogans were just slightly modified by replacing cricket with football or film (*Eat foot ball, sleep foot ball, but drink only Coca Cola, and Eat films, sleep films, but drink only Coca Cola*).

Then came the *Amir Khan and Twinkle Khanna* advertisement in which the slogan was *Pyar Mohabbat Coca Cola.* Another advertisement of Coca Cola has the slogan *Music Masti Coca Cola.*

As there is not much of product differentiation among the cola brands, they try and come up with campaigns with newer images.

### ***Ericson (Mobile Phone)***

This is one ad we all have liked. It uses an ironic sense of humour, the irony of a particular situation to highlight a particular feature of the brand - its size. The phone is so small that it snugly fits into ones hand.

This ad shows a smartly dressed middle-aged man enter a restaurant. He takes a table and sees a beautiful lady sitting nearby. He feels the lady is talking to him. He continues the conversation and finally goes near the lady. She was apparently talking to some one else over her Ericson mobile phone - so small a phone that our 'hero' had not seen it.

Here comes the irony. As our 'hero' approaches the lady, she mistakes him to be a waiter and orders a coffee.

This ad uses an ironic situation to create identification with the audience. The situation also helps in creating a unique but relevant connection between the brand and the audience.

### **3.3 SUMMARY:**

- Great ads try to engage the consumer by a variety of means. These are: Catchy music, Humour, Emotions, Action, Drama, Sex, Use of kids, Use of animals, Use of celebrities, Use of imagery, and Use of fictional characters.
- Music is an all time favourite in advertising. The musical treatment in ads not only involves the consumers; it also puts across a message that this chocolate is something special. Catchy music is used by almost all the TV and radio ads. Music entertains, it engages and involves the audience and it helps in the easy acceptance of the selling messages.
- Emotions touch our hearts and make us feel good. The ads of '*Titan*' watches use emotions to great effect. These ads show different relations - *father and daughter, husband and wife* etc. - and show the '*Titan watch*' as a gift for some one close to you whom you love dearly.
- Action is predominantly used in ads. Action helps in creating a bond between the product and the consumer. This is used for products, which are action-oriented.
- Kids are almost always adorable. Cute and playful, kids evoke many emotions in us. Thus kids become very good vehicles of conveying messages through ads. From the *My daddy strongest* advertisement to '*Papa to Buddhu hai*' ad, kids have been successfully used.

- Dogs are loyal. Horses are masculine. Lions are majestic and elephants are awe-inspiring. Accordingly, animals have been used to attach a variety of characteristics to different brands. *Ceat* tyres are *born tough*.
- Characteristics that contribute to the success of advertisements are: Strategy, Creativity and Execution.
- All good advertising is based on good strategy. Every good advertisement has a specific audience and has specific objectives. Good ads talk about the target audience's most important concern. These ads try to achieve their objectives and are placed in media that most effectively reach the target audience.

### 3.4 KEY WORDS:

**Elements of Advertising:** Great ads try to engage the consumer by a variety of means. These are: Catchy music, Humour, Emotions, Action, Drama, Sex, Use of kids, Use of animals, Use of celebrities, Use of imagery, and Use of fictional characters.

**Music in Advertising:** Music in advertising not only involves the consumers; it also puts across a message that this chocolate is something special. Catchy music is used by almost all the TV and radio ads. Music entertains; it engages and involves the audience.

**Humour in Advertising:** Humour helps in building a positive association with the brand advertised. The series of ads of *Maggi Hot & Sweet* with Javed Jaffery and Pankaj Kapoor is a good example of humour in ads. The product *Hot and Sweet* is put in variety of situations and the line '*It's different*' positions the brand differently in the minds of the people.

**Emotions in Advertising:** Emotions touch our hearts and make us feel good. The ads of '*Titan*' watches use emotions to great effect. These ads show different relations - *father and daughter, husband and wife* etc. - and show the '*Titan watch*' as a gift for some one close to you whom you love dearly.

**Action in Advertising:** Action in ads helps in creating a bond between the product and the consumer. This is used for products, which are action-oriented.

**Drama in Advertising:** Drama plays an important part in many ads. By nature, all of us love drama as it adds spices to our lives. The '*Ericson*' mobile phone ad is a very



good example of this. Same is the case with *Mirinda Lemon flavor* ads featuring *Amitabh Bachchan*. These ads combine both humour and drama.

**Sex in Advertising:** Sex is often used as a mere attention-grabbing device. Like using scantily clad women for advertising products like tyres, pens, suitcases do not seem logical. Also sex often creates controversies. Two recent examples are the *Tuff shoes* and *MR Coffee* campaigns.

**Kids in Advertising:** Kids are almost always adorable. Cute and playful, kids evoke many emotions in us. Thus kids become very good vehicles of conveying messages through ads. From the *My daddy strongest* advertisement to '*Papa to Buddhu hai*' ad, kids have been successfully used.

**Animals in Advertising:** Dogs are loyal. Horses are masculine. Lions are majestic and elephants are awe-inspiring. Accordingly, animals have been used to attach a variety of characteristics to different brands. *Ceat* tyres are *born tough*.

**Characteristics of Advertising:** The characteristics that contribute to the success of advertisements are: *Strategy, Creativity and Execution*.

**Strategy in Advertising:** All good advertising is based on good strategy. Every good advertisement has a specific audience and has specific objectives. Good ads talk about the target audience's most important concern. These ads try to achieve their objectives and are placed in media that most effectively reach the target audience.

**Creativity in Advertising:** This is a complex concept. It deals with the central theme or idea of the advertisement that gets the consumers' attention and stays in their memory. Creativity is all about original and innovative ways of persuading the audience. It is there in the planning stage, strategy development stage, it is there in the field of research, it is there in preparation of ads and also in the planning and buying of media time and space.

**Execution in Advertising:** This is the final characteristic of good ads. Execution involves craftsmanship. It involves the minutest of details, techniques, and production values. Execution should go with the strategy and creative ideas.

### **3.5 SELF-ASSESSMENT QUESTIONS (SAQS):**

1. Discuss the various elements of advertising.
2. Discuss are the characteristics of good advertising.
3. Discuss any recent advertisement in detail.

### 3.6 REFERENCES / SUGGESTED READING:

- ***Advertising (4<sup>th</sup> Edition)***; by Jefkins, Pearson Education, Delhi, India; 2006
- ***Behind the Scenes in Advertising***; Jeremy Bulmore; NTC, Henley; 1991
- ***Confessions of an Advertising Man***; Ogilvy; Longman, Harlow; 1963
- ***The Hidden Persuaders***; Vance Packard; Penguin, Harmondsworth; 1956
- ***Production & Creativity in Advertising***; Evans; Wheeler, Allahbad; 1992
- ***Advertising: Principles and Practices***; William Wells, John Burnett, and Sandra Moriarty; Prentice Hall, New Jersey; 1999
- ***The Creative Connection: Advertising Copywriting and Idea Visualization***; Winters and Milton; Fair Child Publications, New York; 1989

## **Master of Mass Communication (1<sup>st</sup> year) / PGDMC**

### **ADVERTISING AND CORPORATE COMMUNICATION**

**MMC 105 / PGDMC 105**

**Lesson: 4**

### **ADVERTISING AGENCIES**

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#### **LESSON STRUCTURE:**

Advertising is the process of communicating some goal-oriented messages with the objective of achieving success in those goals. These messages could be commercial or social. Advertising is often considered to be an independent discipline capable of doing a lot of things. A lot has been said about its powers because of its high volume and high visibility. However, advertising is just a part of *promotion*, which in turn is part of the *marketing* process.

Advertising is created by advertising agencies. In this lesson, we shall discuss about the various aspects of ad agencies. The lesson structure shall be as follows:

4.0 *Objectives*

4.1 *Introduction*

4.2 *Presentation of Content*

4.2.1 *Why hire an Ad Agency?*

4.2.2 *Functions of an Ad Agency*

4.2.3 *Types of Ad Agencies*

4.2.4 *Organizational Structure of Ad Agencies*

4.2.5 *How Ad Agencies are Paid?*

4.2.6 *Changes in the Agency World and its Future.*

4.3 *Summary*

4.4 *Key Words*

4.5 *Self-Assessment-Questions (SAQs)*

4.6 *References/Suggested Reading*

#### 4.0 OBJECTIVES:

The objectives of this lesson are as follows:

- \* *To Understand Why Advertisers Hire Ad Agencies?*
- \* *To Understand the functions of an Ad Agency.*
- \* *To Study the various types of Ad Agencies,*
- \* *To Understand the Organizational structure of Ad Agencies,*
- \* *To Study How Ad Agencies are Paid?*
- \* *To Study Changes in the Agency World and its Future.*

#### 4.1 INTRODUCTION:

The basic objectives of advertising are to gain consumer acceptance and loyalty. To achieve these goals, advertising has to do more than merely transmit some information. Rather, it must tell a story - *the product story* - to potential customers. The communication process in advertising must convert *information in to perceptions*. It is these perceived values that differentiate among brands and help build the *brand equity*.

Successful advertising add perceived value to brands by giving the product a personality, communicating in a manner or tone liked and understood by the potential customers, and setting the brand apart from its competitions.

Advertisers want their brands to have some positive perceived values. *Amul* chocolate is " *a gift for some one you love*". *Cadbury* chocolate is something special (*Kuch Khas Hai*). *Kawasaki Bajaj* is the " *no problem bike*". *Luna* is the " *no tension moped*" (*Luna Mein hai no tension*). *Lux* is the " *beauty soap of film stars*".

And advertisers assign this job of informing the target audience and creating images to advertising agencies. Now the question arises how agencies do their job. The answer is that they *plan*; they *prepare*; and they *place* ads in the media.

In this lesson we shall deal with a few questions like why ad agencies are chosen, what ad agencies do, how are ad agencies organized?

#### 4.2 PRESENTATION OF CONTENT:

Advertising is a multi-faced discipline. It performs many functions and thus involves a wide variety of sub-disciplines, which require specialized talents. Thus advertising

agencies, the organizations that create advertisements, have got a different kind of organizational structure. In this lesson, we shall discuss the following:

- *Why hire Ad Agencies?*
- *Functions of an Ad Agency.*
- *Types of Ad Agencies.*
- *Organizational structure of Ad Agencies.*
- *How Ad Agencies are Paid?*
- *Changes in the Agency World and its Future.*

#### **4.2.1 WHY AD AGENCIES ARE HIRED?**

So ad agencies *plan; prepare; and place* advertisements in the media. Even an advertiser can do all these things. The management can do planning of ad campaigns. For preparing ads, creative personnel can be hired. And the advertiser, for placing the ads, can buy media space or time. So there is no need to hire ad agencies. In fact, in France, only about half of the advertising is done by agencies. So why hire an ad agency?

This question sounds naive and somewhat foolish to people dealing with advertising. Advertising is a highly complex business. It requires multi faceted expertise and experience. It involves objectivity. It involves huge investments and many other things. So let us discuss the reasons why advertisers hire ad agencies.

**EXPERTISE AND EXPERIENCE:** An advertising agency brings together the expertise and experience of the various sub-disciplines of advertising. So we have copywriters, visualizers, researchers, photographers, directors, planners and people who get business and deal with clients. All these people have both expertise and varied experience in their respective sub fields.

The agency moulds all these people into a team and gives them a highly conducive work atmosphere. The agency makes the best use of their talents and experience to deliver rapidly, efficiently and in greater depth than a company or organization could do on its own. An ad agency acquires experience by working with a variety of clients. It also gains experience by working of market situations. Also the varied background of its employees provides a much broader perspective.

**OBJECTIVITY AND PROFESSIONALISM:** Advertising agencies are highly professional. Objectivity is a major virtue of agencies. They operate in a strange way. While they

take up advertising for others, agencies hardly advertise themselves. What gets them business is their reputation. And reputation is built up by their professionalism and objectivity.

If an organization hires some people to do its advertising, they cannot be objective all the time. They have to work under a lot of constraints. However, ad agencies being *outside intermediaries* can be objective. They offer independent and detached viewpoints and suggestions based on objective analysis.

**COST EFFECTIVENESS:** If an organization wants to hire people to do its advertising, it can not provide them work all through the year. Also most experts in the field of advertising like directors, musicians, photographers charge huge amounts and are often not affordable. Moreover, hiring, organizing and managing talents required to produce advertising campaigns is not an easy thing.

And the fact that 98 percent of advertisers the world over hire ad agencies is proof enough about the cost effectiveness of the agencies. Also the kind of consistent, powerful and compelling advertising that can be created by using the expertise, experience, objectivity and professionalism of ad agencies cannot be measured economically.

#### **4.2.2 FUNCTIONS OF AD AGENCIES:**

As we have already discussed, ad agencies basically do three things. These are:

- *Planning* the ad campaign,
- *Preparing or producing* ads and
- *Placing* the ads in different media.

However, for a better understanding, let us list out the major functions or services of an ad agency. These are:

- Account Management.
- Creative Development and Production.
- Media Planning and Buying.
- Research Services.

**ACCOUNT MANAGEMENT:** The first thing that an agency needs is business. Agencies spend much of their time and efforts to get clients. The business or clients are termed as 'accounts' in advertising language. Agencies make pitches or

presentations to potential clients to get business Major advertisers have panels of agencies and they assign advertising jobs to them.

Account Management involves more than just getting business. It involves acting as a liaison or link between the client and the agency, collecting information and directions from the client and passing those on to the agency, getting approvals for strategy, creative works, media plans etc.

**CREATIVE DEVELOPMENT AND PRODUCTIONS:** This function involves processing the information collected from the client and through research and designing communication material in the form of advertisements (printed, radio or television) and other publicity material. This includes planning creative strategies, copy or script writing, visualization, designing, layout, shooting of films, editing, giving music, etc.

It all starts with creating an idea or theme. This is the basis of all ads - whether print, radio or TV and even publicity material. The idea works as the thread that runs through the entire campaign. The idea is basically the main selling message.

The next step is to give shape to the idea in accordance with the type of media used and the type of audience. Copy and visuals are created for printed ads. The required photographs are taken. The final shape is given by finishing artists on a computer.

In case of radio ads, scripts are written, music is composed, voice over is given. For TV ads, scripts are written, talents (models) are chosen, shooting is done followed by post production activities like editing, dubbing, putting sound and visual effects.

Most agencies have creative people to do the idea generation, copy writing and visualization. For the production part, the most agencies depend on outside specialists like photographers, directors, musicians etc.

**MEDIA PLANNING AND BUYING:** This is an important function of any ad agency as reaching the target audience in an effective manner is of prime importance. On the basis of the media habits (access and exposures) of the target audience, agency people prepare a media plan. This includes which media to be used, which part of the media to be used, when to place the ads and for how long to place the ads etc.

Media planners keep track of the viewer ship, listener ship and readership of all kinds of media. Both the reach and effectiveness of different media are taken into consideration while preparing the media plan. Media planning has to be done meticulously as it involves heavy expenditure.

Once the client approves the media plan, the next step is to buy media space and time. Media buyers try and get rebates on media rates in the basis of the bulk of media time and space they require. Finally, the advertisements are placed in the media according to the schedule worked out in the media plan.

**RESEARCH SERVICES:** Information forms the backbone of all advertising. To prepare ads, one requires information about the product, its competitors, the market situation and trends; information about the audience (their likes & dislikes and media habits etc.) also needs to be collected. Also needed is information regarding the reach and effectiveness of various media?

To collect and process all the information, many agencies have research departments. These collect all information required to devise strategy, to create advertisements, to prepare media plans etc.

However, many agencies depend on outside research organizations for their information needs. In India, organizations like *IMRB*, *MARG*, *ORG*, *MODE* etc. conduct research and provide information to ad agencies. Agencies also depend on the *Registrar of Newspapers of India* (RNI) for circulation figures. The *Indian Readership Survey* (IRS) and the *National Readership Survey* (NRS), conducted periodically to update findings, provide valuable information about readership. Now days, the *Nielson Rating* for TV serials and programmes provide information about viewership. Doodarshan conducts its own DART (*Doordarshan Audience Research Test*).

**OTHER FUNCTIONS OF AD AGENCIES:** Ad agencies providing the four above-mentioned services are called *full-service agencies*. In addition, many agencies also offer a variety of allied services. These include:

- Merchandising
- Public Relations
- Organizing exhibitions and fairs.
- Preparing all kinds of publicity material.
- Organizing special events(Events management).



- Direct marketing

#### **4.2.3 TYPES OF AGENCIES:**

Advertising agencies range in size from one man shows to large firms that employ thousands of people. Agencies vary in their geographic fields of operation, from small towns to the entire globe. Some transnational agencies have branches in more than 100 countries. They also range in the number of services they offer, from small creative boutiques offering specialized expertise in copy writing, visualizing or media planning etc, to large firms offering the entire range of services. Some agencies specialize in certain areas like social advertising, etc., while others work on all kinds of fields and situations.

Accordingly, there are different types of advertising agencies. These include:

- *Full service agencies*
- *Creative boutiques.*
- *In-house agencies*
- *Specialized agencies.*

**FULL SERVICE AGENCIES:** A full service agency provides the four major functions or services i.e. account management, creative development and production, media planning and buying, and research services. In addition to these departments, the full service agencies have an administrative department that looks after general administration etc. They also provide many additional services.

One major point that differentiates a full service agency from others is that the personnel work full time and the services provided are extensive. The services usually provided by a full service agency include collecting and analyzing market data, proposing strategy, preparing and producing the ads, placing the ads in approved media, verifying the ad's appearance, invoice the client, collect the bills and pay the media and other suppliers.

**CREATIVE BOUTIQUES:** These are relatively smaller agencies where a small number of people work. Such agencies concentrate on specific aspects of advertising such as creative execution, media planning etc. Most of the creative boutiques focus on idea generation, designing, and creative execution etc.

Clients, for small ad jobs, hire creative boutiques. But some times, they are also hired by bigger agencies. Creative boutiques don't last for longer durations.

These usually are partnerships and often such partnerships break leading to the disbanding of the boutiques.

**IN-HOUSE AGENCIES:** Such agencies are owned and supervised by advertisers. The organizational structure and functioning of in-house agencies are similar to full service agencies in most cases. The advertising director of the company usually heads the in-house agency. In-house agencies are organized according to the needs and requirements of the company and are staffed accordingly.

Some companies solely depend on their in-house agencies for their advertising needs. Some others depend both on their in-house agency and outside agencies. Some other companies allow their agencies to take outside jobs.

Leading Indian agency *Lintas* started as the in-house agency of the *Lever Company*. *Mudra* is the in-house agency of the *Reliance Group of Companies*. These agencies also take up outside jobs.

**SPECIALIZED AGENCIES:** There are many agencies, which take up only specialized advertising jobs. Certain fields like medicine etc. require specialized knowledge. So there are agencies, which concentrate only on areas like medicine and employ people with the required talents. These agencies are usually small in size. In the USA, there are agencies, which focus on specific ethnic or racial groups like blacks, Asians and Hispanics (Latin Americans).

**MEDIA BUYING AGENCIES:** The trend for special media buying agencies started in the 1970's. Such agencies have a lot of contacts in the media and offer very low commissions on media rates. Media buying agencies complement the creative boutiques. Also larger companies use their specialized negotiating talents for buying media space and time.

#### **4.2.4 ORGANIZATIONAL STRUCTURE OF AD AGENCIES:**

Like most big organizations, advertising agencies also deal with many disciplines. There is, thus, a clearly defined division of labour. Most big agencies employ specialists who provide specific talents and expertise, and do different functions. We have discussed about the four basic functions of an ad agency. Accordingly, there are four departments to look after these functions.

There is a fifth department: the administrative department. This department looks after the internal administration of the agency.

So the basic departments of an agency are:

- Account management dept.
- Creative dept.
- Media dept.
- Research dept.
- Administration dept.

**ACCOUNTS MANAGEMENT DEPARTMENT:** The main job of an ad agency is to get business and maintain it. The accounts department looks after these aspects. It also works as a liaison between the client and agency. It tries to ensure that the agency focuses its resources on the jobs on hand. It supervises the day-to-day development of the account (business).

These days the account management department is designated as the *client service dept.* This department does not act subservient to the client. It takes the initiative and is responsible to both the client's needs and the agency. The accounts department has account managers, account executives or client service personnel.

The basic requirements for these people are strong communication skills and effective man management skills. They get the business, they get the brief from the client, get the research people in to the act; get the creative people working on idea generation and execution. Then they get the media people to prepare the media plan. Also they have to get the strategy, creative plans and media plan approved by the client.

One of the major functions of the accounts people is to liaison with the Brand Manager or Advertising Manager from the client side. The Brand Manager who is from the client side is the Account Manager's contact. Along with the Brand Manager, the Account Manager is responsible for all aspects of the brand's advertising and related aspects like packaging, Public Relations, trade relations, product improvements etc.

The account department works at different levels. At the top level is the Management Supervisor who reports to the management of the agency. He deals with strategy development, planning, and new business opportunities. He also is the agency's spokesperson.

Next comes the Account Supervisor or Account Manager. He is a key person and the primary liaison between the client and the agency and provides working contact. Account Managers work on a single major brand or a few smaller brands.

The next in the line is the Account Executive. He is responsible for day-to-day activities. He sees to it that the agency team is on schedule and deliver things on time. He ensures that all assignments are completed on time. And he keeps in touch with the client on a day-to-day basis keeping them informed about the developments.

Next comes to Assistant Account Executive. This is an entry-level position. The Assistant Account Executives help the Account Executive and mostly do leg work and rarely are involved in planning or strategy development.

**CREATIVE DEPARTMENT:** This department has the following personnel: creative director, copywriters, visualizers, art directors, etc. The creative director is the agency's creative conscience. He stimulates the creative department to come up with better work. He approves all creative work. He assigns jobs to copywriters and visualizers and then moulds and improves their work, and also nurtures and inspires them.

The copywriters write copy and scripts. Art directories and visualizers come up with the visual ideas. Then there are directors and producers who translate these ideas into radio and TV ads by writing the script and preparing the storyboard.

The creative department some times has an art studio to look after the print production. However, often this is done by outside agencies.

**MEDIA DEPARTMENT:** The function of this department is a highly complex one. This department has to recommend the most efficient means of delivering the message to the target audience. It has become more complex as the computer has replaced printed schedules and media rate cards.

The media department prepares the media plan by trying to match the audience and the media. It then buys the media space and time. The media department negotiates about the media rates. It also prepares the schedules for the appearance of the ads and sees that the ads appear accordingly.

**RESEARCH DEPARTMENT:** Full service agencies usually have a research department. Research helps in collecting and analyzing relevant information that help in developing strategy and the advertising message. This way the message becomes

focused and appropriate to the target audience. The research department collects relevant and reliable information and screens all research findings.

Most of the researches in the field of advertising concentrate on consumer attitudes and behavior. They also do copy testing i.e. evaluating the effectiveness of copy before ads are released. This kind of pre-research about consumer reactions to creative alternatives helps in increasing the effectiveness of the ads.

**ADMINISTRATION DEPARTMENT:** Other than the four basic functions or services, ad agencies perform a lot of internal services like financial services, personnel management and traffic management etc. The administration department performs all these. Let us start with the traffic dept. It looks after the internal control and tracking of assignments to be able to meet deadlines and deliver on time. The Account Department works in close coordination with the traffic department to review dead lines and monitor progress.

The financial division looks after prompt payment of bills and salaries. It sends the invoices to clients and collects the payment. Basically it looks after the cash management of the agency.

Personnel management is also an important aspect of agency management. It deals with recruitments, promotions, retirements and retrenchments etc. This function is more important in the agency world where there are a lot of turnovers.

#### 4.2.5 AD AGENCY COMPENSATION SYSTEM:

**There are two ways that an agency gets its revenue - from commission or fees or both. An agency is an intermediary or agent. But a strange practice is prevalent in the advertising world. The agencies work for the clients (advertisers). But generally the media pays them.**

**THE COMMISSION SYSTEM: A 15 percent commission on the media costs in a standard practice in the ad world. The client does not pay any thing to the agency. The agency gets fifteen percent of the media costs. This 15 percent commission covers the expenses incurred by the agency.**

Some variations to this practice are also seen. Outdoor advertising charges 16.5 percent. In New Zealand, ad agencies charge a 20 percent commission. In America there is a slab system (15, 12 and 10 percent) according to the total billing.

A new trend has started in the 1980's. The clients have started to squeeze the 15 percent commission.

**THE FEE SYSTEM: Some times the commission system does not work - particularly when clients are not ready to accept the 15 percent commission system or the cost of producing the ads is very high and is not covered by the standard commission. Then the agency and client agree to the fee system. Like in the legal and other fields, an *hourly fee system* is worked out. The fee system differs from department to department and from agency to agency.**

#### 4.2.6 FUTURE OF THE AD AGENCIES:

The advertising industry has seen many changes in the recent times. Agencies have tried keep pace with the changes in the world of business. Agencies have merged through buying or take-over to form large multinational agencies in the lines of multinational corporations (MNC's). Tie-ups with local agencies have become common.

*Think Global but Act Local* has become the *mantra* of the ad world. Tie-ups, take overs and mergers have led to a situation where the big agencies are in a position to offer not just advertising services but also integrated marketing services. It is not just advertising any more. It has spread its wings to cover the entire field of marketing communication.

Despite all this, advertising the world over has seen a slump in the recent times. *Accountability* and *effectiveness* of advertising are being questioned. More money is being spent on direct marketing and other activities.

However, advertising is here to stay. And so are the ad agencies. And agencies would continue to serve with newer innovations in the fields of creativity, means of payment, structure and client relations.

#### 4.3 SUMMARY:

- Successful advertising add perceived value to brands by giving the product a personality, communicating in a manner or tone liked and understood by the potential customers, and setting the brand apart from its competitions. And

advertisers assign this job of informing the target audience and creating images to advertising agencies.

- Advertising agencies *plan; prepare; and place* ads in the media.
- An advertising agency brings together the expertise and experience of the various sub-disciplines of advertising including copywriters, visualizers, researchers, photographers, directors, planners, etc.
- The basic functions of ad agencies: Account Management, Creative Development and Production, Media Planning and Buying, and Research Services.
- The business or clients are termed as 'accounts' in advertising language. Agencies make pitches or presentations to potential clients to get business. Major advertisers have panels of agencies and they assign advertising jobs to them.
- The creative function involves processing the information collected from the client and through research and designing communication material in the form of advertisements (printed, radio or television) and other publicity material. This includes planning creative strategies, copy or script writing, visualization, designing, layout, shooting of films, editing, giving music, etc.
- The media service is an important function of any ad agency as reaching the target audience in an effective manner is of prime importance.
- In India, organizations like *IMRB, MARG, ORG, MODE* etc. conduct research and provide information to ad agencies. Agencies also depend on the *Registrar of Newspapers of India* (RNI) for circulation figures. The *Indian Readership Survey* (IRS) and the *National Readership Survey* (NRS), conducted periodically to update findings, provide valuable information about readership.
- Ad agencies providing the four above-mentioned services are called *full-service agencies*. In addition, many agencies also offer a variety of allied services. These include: Merchandising, Public Relations, Organizing exhibitions and fairs, Preparing all kinds of publicity material, Organizing special events (Events management), and Direct marketing.

#### **4.4 KEY WORDS:**

**Advertising Agencies:** An advertising agency brings together the expertise and experience of the various sub-disciplines of advertising. So we have copywriters,

visualizers, researchers, photographers, directors, planners and people who get business and deal with clients.

**Functions of Ad Agencies:** Ad agencies basically do three things. These are: *Planning* the ad campaign, *Preparing or producing* ads and *Placing* the ads in different media.

**Account Management:** Account Management involves more than just getting business. It involves acting as a liaison or link between the client and the agency, collecting information and directions from the client and passing those on to the agency, getting approvals for strategy, creative works, media plans etc.

**Creative Development and Productions:** This function involves processing the information collected from the client and through research and designing communication material in the form of advertisements (printed, radio or television) and other publicity material. This includes planning creative strategies, copy or script writing, visualization, designing, layout, shooting of films, editing, giving music, etc.

**Media Planning and Media Buying:** This is an important function of any ad agency as reaching the target audience in an effective manner is of prime importance. On the basis of the media habits (access and exposures) of the target audience, agency people prepare a media plan. This includes which media to be used, which part of the media to be used, when to place the ads and for how long to place the ads etc.

**Research Services:** Information forms the backbone of all advertising. To prepare ads, one requires information about the product, its competitors, the market situation and trends; information about the audience (their likes & dislikes and media habits etc.) also needs to be collected. Also needed is information regarding the reach and effectiveness of various media?

**Other Functions of Ad Agencies:** Ad agencies providing the four above-mentioned services are called *full-service agencies*. In addition, many agencies also offer a variety of allied services. These include: Merchandising, Public Relations, Organizing exhibitions and fairs, Preparing all kinds of publicity material, Organizing special events (Events management), and Direct marketing, etc.

#### **4.5 SELF-ASSESSMENT QUESTIONS (SAQS):**

1. Discuss the various functions or services of an advertising agency.
2. Discuss an advertising agency is organized.



3. Discuss why advertising agencies are hired by advertisers.

#### 4.6 REFERENCES / SUGGESTED READING:

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**Master of Mass Communication (1<sup>st</sup> year) / PGDMC**

**ADVERTISING AND CORPORATE COMMUNICATION**

**MMC 105 / PGDMC 105**

**Lesson: 5**

**CREATIVITY IN ADVERTISING**

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**LESSON STRUCTURE:**

In this lesson, we shall discuss about some perspectives of creativity in advertising. The lesson structure shall be as follows:

- 5.0 *Objectives*
- 5.1 *Introduction*
- 5.2 *Presentation of Content*
  - 5.2.1 *Appeals in Advertising*
  - 5.2.2 *Copy in Advertising*
  - 5.2.3 *Visualization in Advertising*
  - 5.2.4 *Layout in Advertising*
- 5.3 *Summary*
- 5.4 *Key Words*
- 5.5 *Self-Assessment-Questions (SAQs)*
- 5.6 *References/Suggested Reading*

**5.0 OBJECTIVES:**

The objectives of this lesson are as follows:

- *To learn about Appeals in Advertising,*
- *To understand About Copy in Advertising,*
- *To understand About Visualization in Advertising, and*
- *To understand About Layout in Advertising.*

## 5.1 INTRODUCTION:

Many people compare the concept of creativity with the concept of God. Not because both deal with creation, but because both these concepts are very hard to define. Creativity is hard to define as it means differently to different people. To some, like poets, it is the spontaneous outburst of deep inner feelings. To others, like some painters, it is expressing some abstract idea that is hardly understood by others.

Creativity in most of the creative fields like music, writing, poetry, dance, painting, sculpting etc. is concerned with the artist's self expression. Creativity in the field of advertising is different. It is not self-expression. It is expression in a planned and calculated way. It has a specific motive of persuading or motivating. And it is always goal oriented i.e., it tries to achieve some goal or the other.

Simply put, creativity is the power or quality of creation and creation means the presentation of new concepts in an artistic embodiment or manner. New concepts and artistic embodiments are okay for fine arts. But for advertising what sells more is creative.

It is often said in the field of advertising that we do not want creativity, we want the sales graph to climb. As the sole objective of companies is to sell more, advertising also should aim at achieving this objective. So creativity in advertising is not about dull, stuffy, self-serving ads or messages that seem and sound dim, dusty, or dead. Identification with such ads could be very difficult on part of the audience. Creating advertising is all about vigorous, vital, compelling and persuasive messages that effectively achieve their objectives.

## 5.2 PRESENTATION OF CONTENT:

Two things come to the fore when one thinks about creativity in advertising. The first is, advertising's role as a link between the product and the audience. And second is, the relevance of the advertising message. On the basis of these two things, some people define creativity in advertising as creating "*unique and relevant connections*".

These '*unique but relevant connections*' are nothing but solutions to the consumer's problems. Some people suffer from dandruff. Advertisements of a shampoo company try to provide solutions to this problem (*Dho dalenge of All Clear*). One common problem of housewives is spots on clothes. Ads of one company offer them a solution by saying '*Dhoondte Rah Jayoge*'.

And it is rightly said that '*people don't buy soap, they buy hope*' - the hope of beautiful skin. In case of home appliances, the hope is to save a lot of time and hard work; for a shampoo it is beautiful, long and dandruff free hair; for lipsticks it is beautiful lips; and so on. Creativity in advertising is there in the idea generation stage and the execution stage.

In this lesson we shall discuss the following:

- *Appeals in Advertising*
- *Copy in Advertising*
- *Visualization in Advertising*
- *Layout in Advertising*

### **5.2.1 APPEALS IN ADVERTISING:**

One remarkable thing about advertising is that it motivates people to buy specific, advertised products voluntarily. It does not have any authority to force any one to buy anything. It has no magical powers either. Then how does advertising persuade people? Advertising often deals with large numbers. Crores of rupees are spent to reach crores of people through television, newspapers and hundreds of varieties of other advertising media.

However, advertising does not affect all its audience simultaneously. An advertisement deals with only one person at a time - whether a reader, listener or viewer. If the person (prospective customer) thinks the ad is speaking to him or about him only then he pays attention. Or better still, the ad has to speak to an individual about his problems, his wants, his needs, his interests and his goals. In simple words, it has to appeal to him.

#### **WHAT IS AN APPEAL?**

An appeal, in advertisements, is any thing that motivates a person to action. Human beings are called bundles of wants. A human being is a strange mix of hopes, ambitions, needs, interests, and goals etc., which motivate him. Various advertisements try to appeal to some of these manifold motives that force people to take action. An advertising appeal is nothing but a promise of a benefit the advertised product will provide to the buyer.

We have already discussed how people do not just buy a product. They buy the promise or hope of achieving something or getting something through the product. For example the possible promises or appeals for a home appliance could be - comfort, convenience, economy of installation, economy of operation, cleanliness, dependability and durability, safety, multiple operations, many and varied features, trouble free operation and smart looks.

As we have just discussed, there are too many appeals and which ones to use in the advertisement? The answer is to use those appeals, which are most important to the consumers, which are not used by competitors, which are specific to the brand. Also three important characteristics need to be considered before selecting the appeals. The appeals need to be *meaningful, distinctive and believable*.

What makes an appeal meaningful to the buyer? To find answers to this question, one has to go to the people, conduct research, and find out. Research provides answers to not only what are the appeals, but also which are the most meaningful or relevant. An appeal should answer the question '*what does this product or brand have to offer that the others (competitors) don't have?*

This distinctiveness or difference from competing products should be conspicuous and demonstrable, so that it can be talked about and showed in the advertisement. The final characteristic of an appeal is believability. Consumers spend a lot of money and thus they are skeptical or doubtful about the usefulness of the product. They would buy the product only when they believe in the promises made. Sometimes advertisers try to overcome this problem of skepticism or doubt by trial offers, guarantees, money back offers and similar assurances.

#### **SEARCHING FOR APPEALS:**

Let us analyze few brands in one product category - *powdered salt*. The first brand in this product category in India was *Tata*. As the earlier available salt was not made mechanically it was considered to be impure. But *Tata* claimed that its salt was prepared and cleaned using sophisticated machines and thus pure in quality. Also the name TATA was a guarantee for quality.

The next brand to enter the powdered salt market was *Captain Cook*. It emphasized on whiteness and its free flowing characteristic and no-moisture content, characteristics that talked about purity indirectly. The third player in the branded and powdered salt market was *Annapurna (Kissan)*. This brand started talking about purity (*suddhata*) directly. All the three brands are using the same appeal - purity. However, their presentation varies. And these different presentations have created different and distinctive images for the three powdered salt brands.

Now the question arises, how does one find the appeal or appeals? Sometimes a product has a distinct characteristic. This could be either a physical feature like *size, shape, fragrance, weight* etc. Or a functional feature like *how well it cleans, how well it works, how long it performs, how little maintenance it requires* etc. For example *Doy* soaps for kids use the

animal shapes of soaps as appeals. *Hero Honda* claims to be the '*no problem*' bike and *Luna* claims that '*Luna mein hain no tension?* *Bajaj* claims to offer *value for money for years*. *Godrej* almiraHS use the appeal '*Kal Aaj and Kal*' or being long-lasting.

If a product does not have any distinctive feature then some subjective or emotional features are attached to it through advertising. So a biscuit becomes an *Anytime Biscuit*, for many people it is *Always Coca-Cola* or for some others *Pepsi* is the *right choice*.

One of the most important demands of modern day marketing is to have a distinctive image. Most products on their own don't have such images. So they need to have distinctive advertising. This is achieved by using different appeals. For examples the different Colas available in the market are not much different. So they need to have advertising that constantly create newer images. Same is the case with beer. All beer tastes almost the same. So they try to appeal to different types of people through distinctive advertising using slogans like - *the one beer to have if you are having more than one*.

One of the problems faced by advertising people is not about finding the possible appeals for a product but selecting the most appropriate appeals that would attract the consumers. A lot of research is conducted by ad agencies to find out the most appropriate appeals. Sometimes structured research is used (to get specific answers to specific questions). These mostly use random sample survey - through interviews or questionnaire. Advertisers also use depth research methods. These are also called motivation research and projective studies. In such studies individuals or small groups of people are interviewed at depth to know their preferences and likings and dislikes.

### **5.2.2 COPY IN ADVERTISING:**

The term 'copy' has been in use since the days of early printing when the compositor was given a manuscript and told to copy it. Soon the manuscript became known as the copy. Now in advertisements copy means all the words in the ad - whether written (printed) or spoken.

Now let us see how an advertisement works. It begins with the PROMISE OF BENEFIT. It then provides AMPLIFICATION or elaboration. The next thing an ad does is providing PROOF. And finally it ends with a request or call for ACTION. Advertising professionals call this the PAPA (Promise, Amplification, Proof and Action) formula.

Usually the promise or benefit is expressed at the beginning through the headline. The sub headline and the body copy provide amplification and proof. Finally the end part of the body copy and sometimes the slogan make a request or call for action.

## **THE HEADLINE:**

The headline is the most read part of an advertisement. So advertisers try to tell maximum part of the *product story* through the headline. A headline introduces the product, makes the promise statement or puts a question. It basically tries to attract the attention of the readers and create curiosity so that the reader reads further. The major types of headlines are:

- *Direct promise of benefit,*
- *News (of the product),*
- *Curiosity or provocative, and*
- *Command headlines.*

Direct promise headlines make a direct promise about how the product will benefit the readers. Readers are often interested in what is new in the product so the words '*new*', '*improved*' etc. are often used in headlines. Such headlines provide some new 'information' and are called news headline. Sometimes the promise or benefit is not offered in the headline.

Instead an indirect approach is adopted. Either by posing a question or making a provocative statement, the headline tries to create a lot of curiosity about the product. It also forces the readers to read the copy and the promise is made in the copy. In command headlines, the readers are urged to buy the product by promising a reward. For example 'Buy one, get one free' or 'buy three for the price of two' or 'use this product and save electricity etc. Usually command or ask the readers to buy.

Another type of headline is the select headline. This is directed at the headline scanners. Such a headline selects its own audience. Examples of such headlines are - *attention all housewives, for all young men over thirty* etc. Such headlines can reach selected groups by either addressing them directly or by discussing their specific problems.

## **THE SUB-HEADLINE:**

This is not always used in ads. However, when the advertiser wants say a lot at the beginning but the headline cannot do the job, then the sub headline is used. The headline and sub headline together can contain a longer message. The sub headline usually spells out or elaborates the promise made in the headline or it stresses on the product's unique features.

## **THE BODY COPY:**

Most readers want to know many facts before they decide upon buying the product. These details are given in the body copy. When the headline usually makes a claim, the body copy elaborates upon it and provides supporting proof. When the headline poses a question, the sub

headline answers it. The amount of detail in an advertisement should be sufficient to answer the questions arising in the minds of a prospective buyer.

And if the readers require more details or information then they can be requested to come back to the company for information booklets or can be invited to come to the retailer or dealer for more information or demonstration. Sometimes readers want proof or evidence of the claims made in the advertisement. So proofs about quality, performance, durability etc. are provided through arguments, proofs by experts, testimonials by users or through demonstrations in the body copy.

The final aspect in an advertisement is a *call for action*. Through this, most advertisements try to strengthen the reader's determination to buy or continue buying. The call for action takes several forms in an advertisement. It is usually part of the body copy. 'Visit our dealers', 'See the product in action', 'Send for a free booklet on how to get the best out of our product', 'Write to us at the following address', 'Call your local dealer for a free demonstration', 'Fill this coupon for a free information booklet', etc. are examples of calls for action.

The above-mentioned format represents how a complete selling story is to be presented through headline, subheads, body copy and slogan in the *promise, amplification, and proof and action* formula.

#### **STYLE OF COPY:**

Advertisements, like people, have personalities of their own. We have discussed the format of advertising copy so far. Now let us discuss the style. It is the way of presenting information. Advertisers follow two basic approaches: the factual approach and the emotional approach.

**Factual approach:** The factual or rational approach deals with reality or what actually exists. We talk about the product in terms of *what it is, how it is made, what it does* etc. It is not just listing the features of the product. It calls for focusing on those facts about the product that are of most importance to the reader, and then explaining their advantages. Most of the slow moving consumer goods (SMCG's) like cars, television sets, refrigerators etc. use such an approach.

Facts have many facets. Like the statement '*the glass is half full, the glass is half empty*' are both factually correct. But the difference lies in the interpretation and the viewpoint of the person making the statement. Advertising copy writing demands a special skill of presenting only those aspects of the product that interest the reader.



For example, instead of saying it is a new gift, you can say that it is "The gift you never stop opening". Another good example is the slogan '*no one can eat just one*' of Raffles Lays. So get the facts and present them in such away that it stirs the reader's imagination.

**Emotional Approach:** In the factual approach, we collect and present facts that are real, existing and are demonstrable. But there are certain aspects that cannot be measured, weighed or seen and touched. These subjective values can only be felt or experienced.

For example one Suzuki ad had this headline

**'SUZUKI Conquers Boredom'**

This copy follows it:

***Life has always been what you make it: excitement or just routine. And the line between freedom and feeling trapped can be as simple as two wheels - something like getting on a Suzuki and breaking away. Getting out to see the rugged land you never see from inside your car... Its your life. And you can make it anything you like. A phone call to your nearest Suzuki dealer can be a whole new beginning.***

An ad for *Bombay Sapphire gin* that used this approach had a headline - ***Pour something priceless.***

Advertisements don't use only the factual or the emotional approach. They mostly use both the approaches in combination. However, fast moving consumer goods (FMCG) like chocolates, cigarettes, toothpastes, soaps, etc. mostly use the emotional approach.

**THE SLOGANS:**

The term slogan comes from the Gaelic words *sluagh gairm*, meaning battle cry. These days it is the battle cry in the field of sales and marketing. A slogan is a short and catchy phrase that gets the attention of the audience, is easy to remember and comes off the tongue easily.

A slogan can be of many types. It could help to describe the uses of a product, suggest the special advantage or importance of the product, and create an overall image of the company. For example: ***You are in good hands, We bring good things to life, Believe in the best, Better than the best***, etc.

Slogans can guard against substitutes (***COCACOLA is the real thing; Gold Spot: the zing thing***).

Slogans are mostly emotionally charged. They motivate the audience. A slogan is often always repeated and remembered.

**CHECKLIST FOR COPY:**

After writing the copy it should be checked to review against the following questions:

*Is it arresting?*

*Is it clear?*

*Is it simple?*

*Does it give information that the reader requires?*

*Are all claims (at least the factual ones) supportable?*

*Is it believable?*

*Does it deliver the intended message about the product properly?*

### **5.2.3 VISUALIZATION:**

Getting the readers attention to an advertisement is the first big hurdle for advertising people, In today's time of high volume advertising, making an advertisement visible is a tough job. Advertising people use many devices to attract reader attention. The headline is a major attraction-getting device. Another device is the visual impact of the ad. This visual impact becomes strong if the idea has been properly visualized.

Visualization means to think in terms of visuals or pictures. And one need not be an artist or painter to be able to visualize. Visualization requires visual thinking.

For example think about all the pictures that come to your mind when you think of the word 'grip'. It could be the firm grip of a handshake, it could be a kid gripping his grandfather's finger, and it could be the grip of a claw or the grip of a tyre. A visualiser need not draw or paint these things. One can just describe these and leave the drawing to artists.

All ads do not require visualization. The message, in many cases, can be expressed in words alone. But in most cases words need to be supported by visuals. Here we need to visualize. One of the first things to do is to find a kind of creative connection between the copy and the visual(s) - more specifically, the headline and the most important visual. The various ways of trying to get this connection or synergy are

- By creating the headline and visuals in such a way that together they tell the complete selling story,
- The visuals imaginatively demonstrate or dramatize what the copy tells, i.e., the copy tells and the visuals show.
- Using '*telling pictures*' (pictures that tell stories) and '*copy that shows*' (copy that creates mental pictures by using picture words).

Visualization is only limited by the visualiser's imagination. Visuals and pictures help people dream and project themselves into another time, place, or situation. Pictures appeal to our

hidden and suppressed emotions. Also pictures communicate ideas quickly and easily. And there is almost no chance of misinterpretation.

Visuals not only attract attention, they hold the interest and often tell maximum part of the story. Visuals also identify the product, arouse interest, create a favourable impression of the product or the advertiser, clarify claims made in the copy, make demonstrations, emphasize the unique features of the product. And finally visuals provide continuity for all advertisements in the campaign through the use of similar visuals (or visuals of same shape and size).

### **WHAT TO SHOW?**

The visual options before advertising people are limitless. Here is a long list of visual options:

- Package containing the product
- Product alone
- Product in use
- Product features
- Cut-aways or cross-sections of product to show internal functioning
- User benefit
- Comparison of products
- How to use the product
- Charts and graphs

Also a visual could tell a story, could offer positive or negative appeals, could have *make believe* characters or trade characters (*Maharaja* of Indian Airlines, the *Penguin* of Kelvinator, the *old navy captain* of Captain Cook, the *tiger cub* of Nerolac Paints etc).

Whatever visuals are used, they should have certain characteristics. Visuals should never bore or be repelling. They should not be cheap or tasteless. And visuals should have stopping *power, believability, balance and good composition*. A good visual should stop the reader or viewer from whatever he or she is doing. It should pull the readers to the advertisement. It must be attractive and interesting enough to cause the reader to read the headline and beyond.

Research shows that people prefer visuals with which they can identify. So use visuals that are familiar. Again visuals, like copy, should be believable. This is because it has to convince the reader about the claims made in the advertisement. So there is a need to show believable people, believable situations etc. Each small detail in the visuals should contribute to the believability.

Visuals should also be balanced, that is it should be aesthetically pleasing to the eye. Often the visuals cover more space than the copy. Headlines occupy a major portion of the space. Body copy is composed in small type sizes. However, there is no right or correct way of balancing. It all depends on the number and variety of elements that are being used.

The final feature of good visuals is good composition. It should have a strong center of interest. Preferably the product should be the center of interest and dominate all other elements. Use of white space, lighting, placement etc. can be manipulated to compose a good visual that is not only pleasing to the eye, but also tells the product's story. Visualisers today have many options to choose from - photographs, water colours, pencil sketches, oil paintings, charts, graphs, maps and of course computer generated visuals.

#### **5.2.4 LAYOUT:**

So far we have discussed about two major components of a printed advertisement - copy and visuals. Copy is what we say through words and visuals are what we show. Now the time has come to put these things together in an orderly manner. At the same time, this placement of copy and visuals has to be attractive and has to present the advertising message forcefully. This placement of copy and visuals is called layout.

Layout like the term design has two meanings. The noun form means the total appearance of the advertisement, its design, the composition of the various elements. The verb form means the process of placing the elements (copy, visuals etc.) together. This acts as a blueprint or guideline. A layout could be the first pencil sketches, which puts the idea on paper.

A layout could be the final piece after finishing touches. Good layouts are forceful, attractive and full of vigour. Bad layouts could be tasteless, vulgar, and unimaginative. Let us now discuss the stages of layout. *It, of course, starts with thinking on paper.*

#### **THUMBNAIL SKETCHES:**

Advertising people usually work in pairs. A copywriter and a visualiser sit together and create ideas. The first thing they do is to come up many ideas as possible. And as they get the ideas they put them on paper. This is called thinking on paper. This helps in many ways - it records all the idea options on paper, it gives some kind of a shape to the idea without using any expensive colour or wasting much paper etc. and without much time and efforts.

Most importantly these ideas help in creating more ideas. These hastily drawn ideas are called thumbnail sketches and form the first stage of layout. These sketches need not be shown

to any one. But the copywriter and visualiser can visualize how the ad would look after these thumbnails are polished and given the finishing touches.

### **ROUGH SKETCH:**

The second step in creating layout is to choose the best options out of the thumbnail sketches and polish them. In the thumbnail sketch the various elements of the advertisement are just schematically or diagrammatically represented. Like a thick serrated line represents the headline. Thinner serrated lines represent the subhead line and the slogan. Straight lines or dotted lines represent body copy. Boxes crossed inside represent visuals. Also thumbnail sketches are very small in size.

Only the shape is proper - being proportionately smaller. In the rough stage, bigger layouts are made so that more details can be accommodated. Hand lettering is done for the headlines and other copy parts that are to be composed to bigger typefaces. A rough sketch of the visual is pasted. These rough layouts are presented to the agency creative director for approval. After approval is obtained, the rough layout is further polished.

### **COMPREHENSIVE STAGE:**

The rough layout is still small in size, with no colour, with no proper borders and no proper lettering and visuals. Now it is enlarged to its actual size. All the copy is lettered or composed. Proper borders and other marks are put on the layout. Photographs and other visuals are cut from other places or Photostatted and pasted on the ad. Some colouring - particularly using crayons, watercolour etc. is done. This stage is called the comprehensive stage. As the name suggests this layout is easy to understand. This layout is presented to the client for approval. Once the client approves the layout, it is then ready for the final finishing touches.

### **ARTWORK:**

This is the final stage of layout. Here care is taken to look into each minute detail. The copy is properly composed or lettered. Photographs are taken. Other elements like borders etc. are properly placed. Colouring is done. Finishing artists give the final touches. This stage is now ready to be printed.

All these various stages of preparing the layout are beneficial in a many ways. First these stages save time, money and efforts. If you prepare a final layout without taking the approval and it gets rejected, then all the material used, efforts and time spend is wasted. Also working on only one idea curtails the various other possible options.

A layout starts with a blank piece of paper. What the layout artist does is to place the copy, visuals and other elements on it. This placing of elements is not just mere decoration.

What is required is a good, clear visual interpretation of the selling concept or story. A good layout allows all its elements - visuals, headlines, subheads, body copy, charts, maps, logo, borders and other elements - to work together to do the job of telling the product story.

A good layout takes into consideration the principles of balance, proportion, unity, contrast, harmony, rhythm and direction. And finally a good layout must be attractive, must create an appropriate mood or feeling, must have individuality to stand out from the clutter of advertisements.

### 5.3 SUMMARY:

- Creativity in most of the creative fields like music, writing, poetry, dance, painting, sculpting etc. is concerned with the artist's self expression. Creativity in the field of advertising is expression in a planned and calculated way. It has a specific motive of persuading or motivating.
- Creativity is the power or quality of creation and creation means the presentation of new concepts in an artistic manner. Creating advertising is all about persuasive messages that effectively achieve their objectives. It is creating "*unique and relevant connections*".
- An appeal, in advertisements, is any thing that motivates a person to action. Human beings are called bundles of wants. An advertising appeal is nothing but a promise of a benefit the advertised product will provide to the buyer.
- The term 'copy' has been in use since the days of early printing when the compositor was given a manuscript and told to copy it. Soon the manuscript became known as the copy. Now in advertisements copy means all the words in the ad - whether written (printed) or spoken.
- This is how an advertisement works. It begins with the PROMISE OF BENEFIT. It then provides AMPLIFICATION or elaboration. The next thing an ad does is providing PROOF. And finally it ends with a request or call for ACTION. Advertising professionals call this the PAPA (Promise, Amplification, Proof and Action) formula.
- The headline is the most read part of an advertisement. So advertisers try to tell maximum part of the *product story* through the headline. A headline introduces the product, makes the promise statement or puts a question. The major types of headlines are: *Direct promise of benefit, News (of the product), Curiosity or provocative, and Command headlines*.
- Most readers want to know many facts before they decide upon buying the product. These details are given in the body copy. When the headline usually makes a claim, the body copy

elaborates upon it and provides supporting proof. When the headline poses a question, the sub headline answers it. The amount of detail in an advertisement should be sufficient to answer the questions arising in the minds of a prospective buyer.

#### 5.4 KEY WORDS:

**Creativity:** Creativity is hard to define as it means differently to different people. To some, like poets, it is the spontaneous outburst of deep inner feelings. To others, like some painters, it is expressing some abstract idea. Creativity in most of the creative fields like music, writing, poetry, dance, painting, sculpting etc. is concerned with the artist's self expression.

**Creativity in Advertising:** Creativity in advertising is all about vigorous, vital, compelling and persuasive messages that effectively achieve their objectives. Some people define creativity in advertising as creating "*unique and relevant connections*".

**Appeals in Advertising:** An appeal, in advertisements, is any thing that motivates a person to action. Human beings are called bundles of wants. A human being is a strange mix of hopes, ambitions, needs, interests, and goals etc., which motivate him. The appeals need to be *meaningful, distinctive and believable*.

**Copy in Advertising:** The term 'copy' has been in use since the days of early printing when the compositor was given a manuscript and told to copy it. Soon the manuscript became known as the copy. Now in advertisements copy means all the words in the ad - whether written (printed) or spoken.

**Headlines:** The headline is the most read part of an advertisement. So advertisers try to tell maximum part of the *product story* through the headline. A headline introduces the product, makes the promise statement or puts a question. It basically tries to attract the attention of the readers and create curiosity.

**Sub-headlines:** When the advertiser wants say a lot at the beginning but the headline cannot do the job, and then the sub headline is used. The headline and sub headline together can contain a longer message.

**Body Copy:** Most readers want to know many facts before they decide upon buying the product. These details are given in the body copy. When the headline usually makes a claim, the body copy elaborates upon it and provides supporting proof. When the headline poses a question, the sub headline answers it.

#### 5.5 SELF-ASSESSMENT QUESTIONS (SAQs):

1. Discuss the various features of a good advertising copy.
2. Discuss the functions of advertising copy.
3. Throw light on appeals in advertising and advertising copy.
4. What are the parts of copy for print advertisements? Discuss.

#### **5.6 REFERENCES / SUGGESTED READING:**

- ***Advertising (4<sup>th</sup> Edition)***; by Jefkins, Pearson Education, Delhi, India; 2006
- ***Ogilvy on Advertising***; by David Ogilvy; Prion, London; 1983
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- ***Confessions of an Advertising Man***; David Ogilvy; Longman, Harlow; 1963
- ***The Hidden Persuaders***; Vance Packard; Penguin, Harmondsworth; 1956
- ***Copy Writer's Handbook***; Nat G. Bodian; ISI, Philadelphia; 1987
- ***Production & Creativity in Advertising***; Evans; Wheeler, Allahbad; 1992
- ***The Creative Connection: Advertising Copywriting and Idea Visualization***; Arthur A. Winters and Shirley F. Milton; FairChild Publications, New York; 1989



## **MEDIA OF ADVERTISING**

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### **LESSON STRUCTURE:**

In this lesson, we shall discuss about the various media of advertising. First we shall discuss about the types of advertising media. Then we shall focus on the various advertising media in terms of their advantages and disadvantages. Finally, we shall discuss about media planning.

The lesson structure shall be as follows:

- 6.0            *Objectives*
- 6.1            *Introduction*
- 6.2            *Presentation of Content*
- 6.2.1        *Major Advertising Media*
- 6.2.2                *Newspaper as Advertising Media*
- 6.2.3                *Magazines as Advertising Media*
- 6.2.4                *Radio as Advertising Media*
- 6.2.5                *Television as Advertising Media*
- 6.2.6                *Cinema as Advertising Media*
- 6.2.7                *Outdoor Media as Advertising Media*
- 6.2.8                *Transit Media as Advertising Media*
- 6.2.9                *Direct Mail as Advertising Media*
- 6.2.10        *Media Planning*
- 6.3            *Summary*
- 6.4            *Key Words*
- 6.5            *Self-Assessment-Questions (SAQs)*
- 6.6            *References/Suggested Reading*

### **6.0 OBJECTIVES:**

The mass media, for the general public, are channels of information, education, and entertainment. We spend considerable time - being informed and entertained by the various media. But to an advertiser these media are vehicles that carry messages to large number of prospective buyers. These media, thus, close the gap between the producer or marketer and the consumers.

In this lesson we shall discuss the various aspects of media of advertising. Broadly we shall cover the following in this lesson:

*Major media of advertising,*

*Newspapers as Advertising Media,*

*Magazines as Advertising Media,*

*Radio as Advertising Media,*

*Television as Advertising Media,*

*Cinema as Advertising Media,*

*Outdoor media as Advertising Media,*

*Transit media as Advertising Media, and*

*Media planning.*

## **6.1 INTRODUCTION:**

The business of advertising has four major players: the advertisers, the advertising agencies, the media, and the consumers. The advertiser selects an advertising agency to plan, prepare and produce advertisements and place these in media that effectively reach the prospective consumers. Wide ranges of media are used as means of reaching the consumers with the advertising message. Media do not play any active or direct role in advertising. But still they are an important part of advertising. In fact, most of the media of advertising - particularly the mass media - depend on advertising to a great extent for their revenue.

The different media used for advertising have got different characteristics. They reach different audiences. Advertisers use only those media, which reach their target audience. This matching of media and audience is called media planning. We shall discuss about media planning later in the lesson.

The various media also have different objectives. These are basically "service" organizations and try to fulfill the needs of their customers (readers, listeners, viewers, or travelers as in case of the transit media). Each medium tries to design itself to be more and

more attractive to their consumers. And larger the audience of a medium more advertising revenue it earns.

Advertising revenue is a major source of income of mass media. This in turn makes the media less costly. For example many newspapers are available for only two rupees. Where as the production cost of one copy of these newspapers is at least ten times higher. Also we get to see most of the TV channels free of cost or at minimal charges (the maximum charge is about rupees fifty per channel). This price reduction also makes the media more accessible to the consumers.

Each medium, be it a newspaper, magazine, radio station or TV channel has an advertising department. This department is responsible for selling advertising space and time. And so important is the role of advertising in media, particularly in newspapers, that advertisements get priority over news stories and other editorial content. In fact, the advertising department of newspapers put the ads on the newspaper pages and only then the remaining space (news hole) is filled by news stories or other editorial content. Similarly television channels prepare and schedule their programmes according to the needs of advertisers.

## **6.2 PRESENTATION OF CONTENT:**

Advertising media are the tools that carry advertising messages to the various target audiences. We shall discuss about the types of advertising media, their reach, their effectiveness; specifically their advantages and their disadvantages. The content of this lesson shall be presented in the following order:

- *Major advertising media,*
- *Newspapers as advertising media*
- *Magazines as advertising media*
- *Radio as advertising media*
- *Television as advertising media*
- *Cinema as advertising media*
- *Outdoor media as advertising media*
- *Transit media as advertising media*
- *Direct mail as advertising media*
- *Media planning*

### **6.2.1 MAJOR ADVERTISING MEDIA:**

Different media have got different objectives; they reach different audiences, and have different characteristics. No media resembles another in terms of reach, quality, and frequency etc. Each medium has some strengths and weaknesses. Advertisers look for these characteristics while doing media planning. On the basis of characteristics, media can be broadly classified into two categories:

- *Above the line media*
- *Below the line media.*

Above the line media include the print media (newspapers and magazines), radio, television, cinema, transit and outdoor media. These are called above the line because advertising agencies get commissions from these media when advertisements are placed in them.

Below the line media include direct mail, point of purchase (POP) material, sales literature, exhibitions, etc. Advertising agencies do not get any commission for creating ads for these media. In fact, they get a flat fee (not a percentage) from the clients for planning and preparing advertisements or other publicity material.

Now here is a comprehensive list of the various advertising media. We shall discuss each in detail,

*Newspapers (dailies, weeklies etc.)*

*Magazines (general interest, specialized, business or professional)*

*Television*

*Radio*

*Video*

*Cinema*

*Outdoor media (Posters, Hoardings, Banners, Boards, Neon signs, Wall writing, Balloons, Kiosks, Sky writing, etc.)*

*Transit media (Buses, Trains, and others transport vehicles)*

*Direct mail*

*Point of Purchase (POP) and Sales literature (Leaflets, Brochures, Dangles, Posters, Catalogues, and other display material)*

### **6.2.2 NEWSPAPERS AS ADVERTISING MEDIUM:**

In most countries around the world more money is spent on advertising in newspapers than in any other medium. While television is considered to be the most complete and powerful medium, newspapers are still used as a major advertising medium.

The main reason behind this is that newspapers come in large numbers and varieties. We have dailies and weeklies. We have general and specific subject newspapers. Then there are broadsheets (full size) and tabloids (half size). Geographic reach wise, newspapers offer many options - from international, national, regional to local newspapers.

Also newspapers are published in all major languages. Also newspapers offer varieties in terms of special supplements, weekend supplements and special advertising supplements. The Times of India has a special supplement on recruitment ads called *Ascent*. The Hindustan Times has *Careers*. *Options* is the recruitments ad supplement of the Indian Express. Similarly many major newspapers have special supplements on classified and even matrimonial ads on Sundays.

Newspapers started facing a lot of competition from magazines and television in terms of colour. To overcome this, most newspapers started full colour supplements on Saturdays and Sundays. These supplements are usually printed on glossy paper. The printing quality of these supplements is as good as most good quality magazines. And the recent change has been the introduction of colour on weekdays by many newspapers.

#### **ADVANTAGES OF NEWSPAPERS ADVERTISING:**

Mass medium that reaches every segment of the society.

Broad reach ranging from local, regional, national to international.

Comprehensive in scope, covering an extraordinary variety of topics and interests

Geographic selectivity is possible

Research shows that newspapers ads are more credible than ads in other media

Creative flexibility: Newspapers offer great variety and options in terms of size ranging from classified ads to two page spreads. Another area is the placement option. Ads can be placed on the front page, back page, inside pages etc. Also ads can be in colour or black and white. Another option is classified, display-classified and display ads.

More information: Newspapers provide much more detailed and in depth information than any other media.

More Sections and Specific pages: Newspapers usually have special pages covering specific topics or issues. These special pages cater to the needs of specific reader groups. This way a variety of target audiences can be reached through newspapers by placing ads in the relevant places or pages.

#### **THE DISADVANTAGES OF NEWSPAPERS ADVERTISING:**

Lack of selectivity regarding specific socioeconomic groups. Most newspapers reach broad and diverse groups of readers.

Short life span: Daily newspapers have a life span or shelf life of one day only. It is usually of no use when the next day's issue comes.

Low production quality: The production quality of newspapers is very low as these are generally printed on newsprint, which is a low quality paper. The printing quality is not good. The visual

reproductions are just passable. Also colour printing on newsprint is very low in quality as compared to glossy magazines.

Clutter: Newspaper pages are mostly crowded with a variety of items, news stories, articles, features, photographs etc. Advertisements on newspaper pages compete not only with other ads, they also compete with the editorial content for attention. Also many advertisements are sometimes packed into one page.

No control with the advertiser: The advertiser does not have any control over the page or place where the ad would appear. If an advertiser wants a specific page or a specific place, then he has to pay a premium price for the preferred position.

Overlapping circulation: Some people read more than one newspapers. This leads to overlapping as the same ads are published in many newspapers.

Another disadvantage is that there is rarely any newspaper that covers entire states or countries. So to reach readers all over a country or state, an advertiser has to put ads in a number of newspapers.

### **6.2.3 MAGAZINES AS ADVERTISING MEDIUM:**

As advertising medium, magazines are quite similar to newspapers. But there are certain differences too. Magazines offer more colour and better production quality. Also there is better reproduction of visuals. Magazines offer greater selectivity of reach, as a great variety of magazines are available, reaching different types of readers.

The term magazine covers a multitude of publications. They range from general news magazines to highly specialized magazines covering films, business, sports, automobiles, etc. *Television Programme Guides* are also called magazines and have large circulations. Then there are digests like Readers' Digest. A great variety of magazines are published covering special interests and catering to smaller but well-defined audiences.

The large circulation general magazines offer high coverage or reach of heterogeneous population. These form good vehicles for advertisements for a variety of brands. Low circulation and special interest magazines reach smaller but homogenous population. Virtually every field and every sphere of business has some magazines. These are read regularly and religiously and thus become effective vehicles for advertising.

#### **ADVANTAGES OF MAGAZINES ADVERTISING:**

Magazines are very diverse in nature. Thus it is difficult to find common plus points and minus points. However, the advantages of magazines as a medium of advertising are:

Audience selectivity: Most magazines reach specific segments of readers like sports lovers, film lovers, businessman, women, kids, managers, automobile lovers, doctors, lawyers, architects

etc. So it becomes easy for advertisers to reach these specific segments through these magazines

**Long life:** Magazines are the most permanent of all mass media. Magazines are kept for long periods depending on their periodicity, which ranges from a week to a year (as in case of annual issues). So advertisements can be seen a number of times over a period of time.

**Credibility:** Magazines are also the most credible of all mass media. This element is automatically transferred on to the advertisements that appear in these magazines. International magazines like the Time, the Newsweek, and Readers' Digest have regional edition published from many countries. In India, India Today is published in many regional languages. Such magazines are of great value to international advertisers like airlines, banks, tobacco and liquor companies etc.

**Specialized network:** Most magazines are highly specialized in nature. This gives the advertisers the option to prepare advertisements according to the needs and tastes at their target audience.

**Colour and gloss:** Most magazines are very colourful and glossy. Colour and the glossy nature add authority and appeal to the advertisements published in magazines.

#### **DISADVANTAGES OF MAGAZINES ADVERTISING:**

The major disadvantage of magazines include:

**High cost:** Magazine advertising rates are very high. Sometimes magazine advertising rates are ten times higher than newspaper ad rates.

**Long closing dates:** Magazines production takes a lot of time. So magazines require advertisements weeks before its day of publication. Some magazines require ads about six to eight weeks before the date of publication.

**Advertising clutter:** Most magazines publish large number of advertisements. All the ads in magazines compete for attention. So there is a danger of some advertisements not being read.

#### **6.2.4 RADIO AS ADVERTISING MEDIUM:**

Radio is a very personal medium. Listening to radio is mostly an individual activity. Radio is also a mobile medium as one can take it any where and listen to it while doing something else like doing household chores or driving. And most importantly almost every one has a radio. And many people listen to radio regularly.

Some years ago, many people thought that radio was dying as a major mass medium. However, it has made a tremendous come back - particularly through FM transmission. Radio offers two

basic advantages - ubiquity (omnipresence) and immediacy. Also the use of human voice helps listeners identify with radio.

In India no advertisements were broadcast over All India Radio till the late 1960's. Indian listeners, however, listened to the programmes of Radio Ceylon, which broadcast advertisements. In 1969, AIR started commercial broadcasting through the All India Variety Programme (AIVP), popularity known as Vividh Bharti. Over the years radio advertising in India has grown in stature and has gained a lot of momentum. Radio advertising in India now is at its peak with the huge success of the Metro FM channels, which have extraordinarily large listener ship.

### **ADVANTAGES OF RADIO:**

Radio offers quite a few advantages peculiar to itself. These include:

**Personal medium:** Radio is regarded as a one to one vehicle for information and entertainment. Radio communicates directly to each listener. The programmes of radio are mostly personal in nature. Also the use of spoken word makes radio communication conversational and informal. Also radio is a medium of imagination or a theatre of mind.

**Selective nature:** Radio offers network, regional and local programmes. It, thus reaches narrow audience demographically. Also radio plays a great supporting or supplementary role to other media.

**Low cost:** Radio ads comparatively cost much less than other media. Rates for spots at certain timings is as low as few hundred rupees. For this reason longer advertisements can be prepared that convey fuller and complete sales messages. Also radio uses much, humour, personalities and emotions. And radio sets are portable and movable. Thus people can listen to radio anywhere home or outside.

### **DISADVANTAGES OF RADIO:**

One of the biggest strengths of radio is the wide range of options it provides. This also is a distinct disadvantage. Media planners are often confused as to which stations and programmes to choose. And despite the use of sound effects, jingles, strong copy with vivid descriptions, radio ads cannot compete with other visual media where products can be shown in their fullest glory. Radio also has a disadvantage in direct response, which is the fastest growing area in promotion. This medium does not offer any opportunity for coupons. Also noting down phone numbers and addresses is not easy while listening to radio. Another disadvantage is inattentiveness on part of listeners.

### **6.2.5 TELEVISION AS ADVERTISING MEDIUM:**

Many critics call television the Idiot box. It offers everything on a silver platter. It shows, it tells and there is the element of motion. Thus the viewer does not have to think. While this viewpoint stands true to some extent, television is perhaps the most comprehensive and complete medium. Also it is the most powerful and persuasive medium. Also it has become a part of our lives and is a very important aspect of many people's daily routine.



It is not a mere mass medium. In many countries it has become part of the culture. Also television has become ubiquitous or omnipresent. It reaches every nook and corner of the country and most people own television sets or at least have access to it. However, television is no more the family activity it was at the beginning. The growth of channels and the large variety of programmes has led to individual viewership resulting in the fragmentation among television audience.

### **ADVANTAGES OF TELEVISION:**

Advertisers spend huge amounts of many on television advertising. This is because of the three fold advantages:

*Impact*

*Influence*

*Cost efficiency*

**Impact:** Television advertisements have strong impact on the viewers because of the interaction of sound and sight. This is well supplemented by the element of movement or motion. The level of audience involvement generated by television ads is so high that these are often considered to be highly interactive and persuasive sales persons. Television also allows a lot of creative flexibility as one can combine sight, sound, motion, colour, drama etc. Television has tremendous dramatic capacity and it can turn ordinary products into some thing important, exciting and interesting. It creates a positive association.

**Influence:** For most of us television is an important source of news, entertainment, and education. Television, as a medium, has a lot of prestige. And we tend to believe what we see on television. The same is true for television ads. Also the high level of involvement and high impact makes television very influential as a medium of advertising.

**Cost Efficiency:** Television is considered the most effective medium of advertising. Crores of people watch the same popular programmes regularly. Also television reaches large number of audiences. It also reaches those people who are not reached by other media - particularly the print media. This mass audience coverage in turn makes television cost effective also. While television ad rates one very high, the vast reach compensates this high cost. Sometimes it costs as little as one paise for each person reached through TV ads.

High coverage cost effectiveness and maximum creative possibilities have established television as the most important and effective medium.

### **DISADVANTAGES OF TELEVISION:**

Television is the most effective advertising medium. But it also has disadvantages, which include:

*Cost*

*Clutter*

### *Nonselective targeting*

**Cost:** Television is a highly expensive medium. Production costs and TV time rates are very high. A television ad featuring big time celebrities sometimes costs crores of rupees. As far as rates are concerned Doordarshan charges 90,000 rupees for a 30 second advertisement during prime time. And it is rightly said that television advertising is cheap only if you can afford it.

**Clutter:** As the popularity of television grows, more and more advertisements are being shown on television. This has led to a clutter. It becomes difficult for viewers to remember ads and their selling messages. Also the length of TV ads has come down drastically. Rarely does one see a one-minute TV ad these days. Most ads are less than 30 seconds in length. And five or ten second ads are becoming more popular among advertisers.

Increased advertising time also has led to what is called channel surfing. People have more options and watch another channel while ads come. This reduces the opportunities to see (OTS) which is a very critical factor in advertising and also decreases the effectiveness of the ads.

**Nonselective audiences:** Television programmes are mostly general in nature and are watched by all classes of people. Thus for advertisers trying to reach specific audience segments, there is a lot of waste coverage i.e. the communication is directed at an unresponsive and uninterested audience.

The initial purpose of cable television was to improve reception in certain areas like mountainous regions and large cities where the quality of television signals was not very good. However, soon it was employed as an alternative medium for entertainment and information. With increased popularity, cable television has now grown into one of the major media.

Mostly cable systems retransmit major television channels - both free to air and pay channels. However, many cable networks develop their own programmes and air them. Cable networks charge a specified amount as service charges for providing the services. In addition, these networks also earn a lot of revenues through advertisements on their own channels. In India, Citi Cable is the most organized cable network. It has branches in all major cities and towns of India. Citi Cable also has two channels of its own - City Channel is meant for local programmes and also there is the Citi Cinema. Citi Channel also shows a lot of films.

Cable television was considered a high-risk industry. But now the cable industry has matured and is considered a high profit industry. The success has led to mergers of smaller cable operators. Many big players have entered the field. In India, we have many such mergers and take-overs. Citi Cable is an example of this.

The advantage of satellite television is that it reaches large number of homogenous audiences. Also satellite TV offers class selectivity as most of the TV channels have specific programming. MTV and Channel V reach music lovers. Star Sports and ESPN are sports specific channels. Star Plus, Zee TV, SONY TV are family entertainment channels. BBC, CNN, STAR NEWS, ZEE INDIA, DD Metro TV are news and current affairs programme channels. Star World offers international entertainment programmes in English. Star Movies, Zee Cinema, Citi Cinema, TNT, Movie Club (DD) show only films and film based programmes; Similarly Discovery channel, National Geographic channel and Animal Planet offer programmes on nature, wildlife, etc. Also there are language specific channels like Panjabi World (Punjabi), Asianet, Ennadu TV., Raj TV, Sun TV, and the regional language channels of Doordarshan. These channels reach different classes of audiences.

#### **6.2.6 CINEMA AS ADVERTISING MEDIUM:**

Cinema is the most powerful medium in terms of sheer a visual power. It offers even greater impact than television. The most important features of cinema are the large screen, multi-track music and the absence of distractions. People get to see the ads on the larger than life cinema screens. The multi-track music adds to the impact of ads. And the final feature is that there is no distraction. The viewers go to cinema halls to watch films and so they pay a lot of attention what is being shown.

One big problem with cinema ads is that the audience is limited only to a few hundreds at one time. Most movie theatres accept filmed commercials (ads). These are shown before the film begins and during the interval. These ads are similar to TV commercials. But these are longer and better produced. Cinema ads are usually 45 seconds to 60 seconds long compared to 30 second long TV commercials. Some cinema ads are even longer than two minutes.

#### **ADVANTAGES OF CINEMA:**

The cinema audience is usually young. (mainly in the 15-30 age group). This provides an opportunity for manufacturers of jeans, soft drinks, shoes, clothing material etc. to advertise their products. Most of the ads are local in nature.

Cinema offers advertisers sound, colour, movement, and far better sound and picture quality than television. Also the audiences get involved to a great extent in those darkened theatre halls. Research shows that the recall of a commercial seen in the cinema hall is considerably higher than the ones seen on television. The cinema commercials provide bigger and better images and these image stay in the minds of viewers for a long time. Also in many

countries, cinema halls show tobacco and liquor advertisements, which are banned on TV. Cinema halls also show slides.

One important feature of cinema advertising is that it should entertain. People come to the theatres to get entertained. So they have very little tolerance for hard sell messages. So cinema commercials always have drama, intense imagery, and music - of the MTV variety.

Another feature of cinema advertising is the product tie in. Often certain products are shown prominently in the films. People even go to the extent of showing main characters of the films using certain brands. Like James Bond movies show many products - from cars to watches. Rayban has been in the forefront, having designed special sunglasses for many a Hollywood films including Men in Black. In India, we had Hero cycle prominently featured in a few films. Good Night mats were promoted heavily in the film Gardish (the producer of the film was the owner of Good Night mats at that time).

#### **DISADVANTAGES OF CINEMA:**

The audience of cinema is on the decline because of television. Also the audience is largely confined to a younger age group. Kids and people in their 30's do not prefer cinema much - at least in the cinema halls.

#### **6.2.7 OUTDOOR MEDIA AS ADVERTISING MEDIA:**

Outdoor advertising is a big industry. It is there almost everywhere. It just cannot be turned off or tuned out. And because of its continuous presence, it constantly reminds people. Reminding, however, is only one of the functions of outdoor advertising. It also announces and helps in creating awareness. Another feature of outdoor advertising is simplicity. There are quite a few types of outdoor media like posters, hoardings, boards, neon signs, glow signs, wall writing, balloons, kiosks etc. But the element of simplicity is always there.

There is very little copy - mostly in the form of a headline. A strong graphic visual conveys most part of the message along with the headline. There are no subheadings and no body copy.

Outdoor advertising media offer tremendous options as one can choose from a wide range of media varieties. Most of outdoor advertising is created around strong creative concepts. This helps in better acceptance of messages. Also the inherent simplicity and strong graphic treatment helps in the understanding and retention of messages. Also outdoor media provide very high levels of coverage. Outdoor advertising is comparatively cheaper. The continued presence is also a great advantage and it acts as a constant reminder. Advertisers have the option of buying any place or site they want.

The disadvantages of outdoor media include the lack of sound and movements. These also get destroyed or damaged by weather or miscreants etc. Outdoor advertising does not offer any scope for detailed description. Some critics say that outdoor ads cause disfigurement of the environment. Also outdoor advertising - particularly through hoardings - causes a lot of accidents.

#### **ADVANTAGES OF OUTDOOR MEDIA:**

Increasingly mobile populations are exposed to outdoor ads.

Outdoor ads reinforce the other media who deliver in home messages

One important advantage of outdoor ads in their frequency of exposure

Outdoor ads have superior quality of visuals outdoor ads offer long-term presence. The dominant visual impact of outdoor ads helps in better reception and retention of messages.

#### **DISADVANTAGES OF OUTDOOR MEDIA:**

Can rarely accommodate complete sales messages. Outdoor ads usually contain one visual and copy of seven to ten words

Outdoor ads offer very little audience selectivity. It is basically a mass medium. Another problem is lack of availability of space to put the ads.

However, outdoor advertising is the ultimate visual medium. It combines simplicity, motivation, entertainment, etc. Also outdoor advertising can be given a 'campaign' look by having series of ads.

#### **6.2.8 TRANSIT MEDIA AS ADVERTISING MEDIA:**

Also known as transport advertising, this forms the other out of home advertising option. It is as ubiquitous or omnipresent as outdoor advertising. Also transit advertising offers a wide range of options, which include buses, trains, taxis and a whole lot of vehicles. The most popular of all these options is bus advertising.

The great number of variety available makes transit advertising highly flexible. One can put ads on the outside or inside of vehicles; one can put posters, boards; one can paint side panels of vehicles. And great many people using the vehicles are exposed to these messages. Transit advertising shares a lot of similarities with outdoor advertising. In both cases the emphasis is on visual treatment and there is not much of copy. However, the biggest difference between transit and outdoor advertising is that transit ads are mobile and outdoor ads are stationary.

#### **ADVANTAGES OF TRANSIT MEDIA:**

Long exposure: The average transit ride being 20 to 30 minutes, people are exposed to the messages for a longer time.

Repetitive Value: Many people take the same routes and thus are exposed to ads repeatedly.

Eagerly read messages: As most transit rides become boring, people read the messages and also the recall is very high.

Low cost: Transit ads cost much less than any other medium.

Creative flexibility: Transit ads like outdoors advertising offer more creative flexibility. Special effects and colour can be achieved at very low costs.

#### **DISADVANTAGES OF TRANSIT MEDIA:**

Status: Transit advertising lacks the status of a major advertising medium.

Crowded environment: Rush hour times are crowded. Thus the opportunity and ease of reading are limited.

No selectivity: Transit advertising reaches a very non-selective crowd. This is why many advertisers do not prefer transit media.

Clutter: Many buses and other vehicles have many posters and boards, which leads to a clutter.

Message limitations: The emphasis being on the visual treatment, the copy of transit ads is very limited. So the messages are rarely complete.

#### **6.2.9 DIRECT MAIL AS ADVERTISING MEDIA:**

This form of advertising, as the name suggests, includes all forms of advertising sent directly to prospective customer through mail. It has become a highly popular medium in the recent times. And direct mail ranks third after TV and newspapers in the US. Direct mail advertising comes in a variety of formats like sales letters and brochures to hand written post cards. The message in direct mail advertising can be just one line or it can run into dozens of pages. All these options provide infinite creative flexibility,

Sales letters are the most common direct mail format. These may be type written, printed or computer printed. These are mailed with brochures, price lists, reply cards and envelopes. Many times postcards are used. These are used to announce sales, offer discounts etc. Other material used are leaflets, folders, brochures, catalogues, price lists etc.

Direct mail is an efficient, effective, and economical medium for sales and business promotion. It is used by a wide variety of retail, commercial, and industrial companies. Direct mail is effective when the target audience is small, identifiable and if their addresses can be obtained. The first thing one has to do is to get the list of addresses of the prospective customers. The next thing is creative production. The final thing is distribution.

#### **ADVANTAGES OF DIRECT MAIL:**

**Selectivity:** Direct mail advertising helps advertisers communicate directly with the people most likely to buy. Lists can be prepared on the basis of occupation, region, age income etc.

**Intensive coverage and extensive reach:** Advertisers can reach all the people they want through direct mail.

**Flexibility:** The creative flexibility of direct mail can be limited only by the advertiser's lack of imagination or budget. Otherwise, direct mail offers a lot of creative options. Also direct mail pieces can be produced fast and distributed quickly.

**Control:** Advertisers have a lot of control over the quality and reach of the messages.

**Personal impact:** Advertisers can personalize direct mail to the needs wants, and whims of specific audiences.

**Exclusivity:** Direct mail ads don't compete with others for attention.

**Good response:** Unlike other forms of advertising, direct mail produces maximum response.

Coupons, reply cards etc. help in this regard.

**Testable:** Direct mail can test product acceptability, pricing etc.

#### **DISADVANTAGES OF DIRECT MAIL:**

**High cost per exposure:** Among all media direct mail is the costliest as far as cost per exposure is concerned.

**Delivery problems.** Unlike the mass media, direct mail does not offer precise delivery times.

**Negative attitude:** Most customers consider direct mail pieces as 'junk mail' and throw them without reading.

#### **6.2.10 MEDIA PLANNING:**

This is a very important part of advertising as maximum amount of money is (85% if you take out the 15% commission of agencies) spent on media. Media planning requires thorough knowledge of the characteristics of the various media. It also involves the total analysis of the target audience and the media options and matching the both. And there are no standard formats for preparing the media plan. But the following elements need to be considered:

*The target audience*

*The communication requirements*

*Creative elements*

*The efficiency and effectiveness of the media options*

*Geography of audience*

*The pressure of competition*

*The budget.*

A media plan has to be cost effective. More importantly it has to reach the desired audience. Many people are involved in preparing media plans. These include the agency 's media department and the client's representative. The purpose of media plan is to analyze and select media that will help the message reach the right people (customers) at the right time in the right place. Media planning involves the following decisions:

Where to advertise

Which media to use

Which time of the year to advertise

How often to run the ads

What other opportunity are there for integrating other communication?

### **6.3 SUMMARY:**

Wide ranges of media are used as means of reaching the consumers with the advertising message. Media do not play any active or direct role in advertising. But still they are an important part of advertising. In fact, most of the media of advertising, particularly the mass media, depend on advertising to a great extent for their revenue.

The different media used for advertising have got different characteristics. They reach different audiences. Advertisers use only those media, which reach their target audience. This matching of media and audience is called media planning.

Above the line media include the print media (newspapers and magazines), radio, television, cinema, transit and outdoor media. These are called above the line because advertising agencies get commissions from these media when advertisements are placed in them.

Below the line media include direct mail, point of purchase (POP) material, sales literature, exhibitions, etc. Advertising agencies do not get any commission for creating ads for these media. In fact, they get a flat fee (not a percentage) from the clients for planning and preparing advertisements or other publicity material.

Major advertising media are: Newspapers (dailies, weeklies etc.), Magazines (general interest, specialized, business or professional), *Television, Radio, Video, Cinema, Outdoor media (Posters, Hoardings, Banners, Boards, Neon signs, Wall writing, Balloons, Kiosks, Sky writing, etc.), Transit media (Buses, Trains, and others transport vehicles), Direct mail, Point of*



*Purchase (POP) and Sales literature (Leaflets, Brochures, Dangers, Posters, Catalogues, and other display material).*

#### 6.4 KEY WORDS:

**Advertising Media:** Wide ranges of media are used as means of reaching the consumers with the advertising message. Media do not play any active or direct role in advertising. But still they are an important part of advertising. In fact, most of the media of advertising, particularly the mass media, depend on advertising to a great extent for their revenue. The different media used for advertising have got different characteristics. They reach different audiences. Advertisers use only those media, which reach their target audience. Major advertising media are: Newspapers (dailies, weeklies etc.), Magazines (general interest, specialized, business or professional), *Television, Radio, Video, Cinema, Outdoor media (Posters, Hoardings, Banners, Boards, Neon signs, Wall writing, Balloons, Kiosks, Sky writing, etc.), Transit media (Buses, Trains, and others transport vehicles), Direct mail, Point of Purchase (POP) and Sales literature (Leaflets, Brochures, Dangers, Posters, Catalogues, and other display material).*

#### 6.5 SELF-ASSESSMENT QUESTIONS (SAQs):

1. Discuss the various advertising media in brief.
2. Discuss the advantages and disadvantages of television as a medium of advertising.
3. Throw light on outdoor media in detail.
4. What are the below-the-line media of advertising? Discuss.

#### 6.6 REFERENCES / SUGGESTED READING:

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- **Behind the Scenes in Advertising**; Jeremy Bulmore; NTC, Henley; 1991
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**INTRODUCTION TO PUBLIC RELATIONS  
AND  
CORPORATE COMMUNICATION**

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**LESSON STRUCTURE:**

In the later part of the twentieth century, growth and globalization have become buzzwords for all kinds of business. Many companies, concerns, and organizations - business and otherwise - have grown big into the stature of corporations or corporate houses. As smaller companies and concerns grow into huge corporations, their organizational structure becomes more complex. Also the number of groups and organizations with which the corporations need to maintain good relations also increases many folds.

Thus most organizations, whether institutions, companies, or corporations, need to *communicate*. This is simply because they are part of the world around them and do not operate in a vacuum. Organizations need to communicate to increase sales, promote the organization, keep employees, share holders, suppliers, dealers, distributors, the industry, govt. departments and other people related to them happy, or to promote a cause, issue or course of action.

This process of communication with a wide variety of people (publics) has to be *continuous*, *two-way* and is mostly directed to gain *mutual understanding* and *greater acceptance*. This is what public relations or corporate communications is all about.

In this lesson, we shall discuss about various aspects of public relations or corporate communications. The lesson structure shall be as follows:

8.0 *Objectives*

8.1 *Introduction*

8.2 *Presentation of Content*

8.2.1 *Corporate Communication vs. Public Relations*

8.2.2 *Public Relations Defined*

8.2.3 *Functions of Public Relations*

8.2.4 *Publicity*

8.2.5 *Propaganda*

- 8.2.6 *Image Building*
- 8.2.7 *Public Opinion*
- 8.3 *Summary*
- 8.4 *Key Words*
- 8.5 *Self-Assessment-Questions (SAQs)*
- 8.6 *References/Suggested Reading*

## **8.0 OBJECTIVES:**

Corporate communications or Public Relations, when practiced in a planned and sustained ways help overcome differences and conflicts. It works as a *cohesive and connecting force* that builds and maintains long lasting and fruitful relationships. This is more important in today's time as organizations are growing larger and more complex.

The objectives of this lesson are as follows:

- *To get an introductory idea about Corporate Communication and PR*
- *To study a few definitions of Public Relations*
- *To study the Functions of Public Relations*
- *To understand Publicity*
- *To understand Propaganda*
- *To understand Image Building*
- *To understand Public Opinion*

## **8.1 INTRODUCTION:**

The increasingly complexities in the business world has forced many to practice PR. Most organizations are now dealing with more and more interest groups. The expectation levels of these groups or *publics* are mind blowing. Thus role of PR has become very important.

PR helps by building strong linkages or connections between the organization on one hand and the various publics on the other. This bond or connection is created through communication. From public relations point of view communication is not just transfer of idea but also sharing of emotions.

Here both the organization and its publics have to enjoy mutual trust, love, faith, admiration, etc. So both the parties enjoy mutual confidence and there is maximum participation in their communication.

A major function of public relations is to create a favourable image for the organization in the mind of its publics. And publics are groups of people whose opinions, decisions and actions affect the functioning of the organization. Favourable image is not built overnight nor there is any shortcut to achieve this goal. It needs sustained, deliberate, and sincere planning. In this lesson, we shall discuss about the basic aspects of PR.

## **8.2 PRESENTATION OF CONTENT:**

The content of this lesson shall be presented as follows:

- *Corporate Communication and Public Relations*
- *Public Relations Defined*
- *Functions of Public Relations*
- *Publicity*
- *Propaganda*
- *Image Building*
- *Public Opinion*

### **8.2.1 CORPORATE COMMUNICATION VS. PUBLIC RELATIONS:**

Corporate communications is a very recent term. It was devised to describe all those activities that corporations (big organizations) undertake to build mutually beneficial relationships with all the people (publics) related to them.

However, individuals, businesses, and other organizations and institutions (governmental, private voluntary organizations, religious bodies, political parties etc.) have been being practicing such activities for a long time now. Generally, all these activities come under Public Relations. While the practice of such activities is thousands of years old, modern Public Relations practices were developed only about 100 years ago in the USA.

While all kinds of individuals and organizations practice Public Relations, most of these practices have been specifically developed for big business houses and their specific needs. Others have just adopted these practices. So the nomenclature *corporate communications* is an attempt to differentiate the activities of big corporate houses from others.

In fact, Public Relations is also practiced under so many other names like Public Affairs Management, Public Information, etc. Now Public Relations is being equated to Integrated Marketing.

Also corporate communications practices differ somewhat from general Public Relations practices. To start with in Corporate communications the thrust is a unified image of the

corporate as a whole. In other words it tries to build up distinct corporate image. For example conglomerates like TATA and SAIL have many diversified ventures. Both these corporate houses and many others try to create a unified image. Like TATA's corporate ad campaign, which showcased its many ventures and ended with the slogan - *we also make steel*.

Similarly, SAIL had come up with a series of ads, which had the slogan - *There is little bit of SAIL in everything*. Now TATA is trying to change its image from a traditional organization to modern one It has created a new logo, which conveys the image of modernity.

So, corporate communications, while covering all the PR practices, works towards creating a unified corporate identity. This single image gives an impression of unity through all the various manifestations of its activities.

### **8.2.2 PUBLIC RELATIONS DEFINED:**

Over the years Public Relations has become an integral part of organizations. However, PR practices differ widely from organization to organization. The naming of the PR department also differs widely. Some call it the 'Information and Public Relations Department'. Some have separate 'Internal Communication' and 'External Communication' departments. Some call it the 'Press and Public Relations Dept'. Others call it 'Media Relations Dept'. And we have already discussed about corporate communications. Public Affair Management, and Public Information Department are the other names given to PR.

Public Relations is thus practiced differently by different organizations. So deciding a universally applicable definition is difficult. Many practitioners have provided a wide variety of definitions:

Public Relations is the attempt by information, persuasion and adjustment to engineer (garner or gain) public support for an activity, cause, movement or institution.

(Ed. Bernays)

Ed Bernays was the pioneer of PR and is considered to be a grand master of PR. His concept of 'Engineering of Consent' is still popular among most practitioners, despite having a manipulative angle.

Public Relations measures, evaluates and interprets the attitudes of various relevant publics; assists management in defining objectives for increasing public understanding; and acceptance of the organizations products, policies, plans and personnel equates these objectives with the interests, needs and goals of the various relevant publics; and develops, executes and evaluates a programme to earn public understanding and acceptance. (Professor Edward J. Robinson)

"Public Relations is finding out what people like about you and doing more of it, finding out what they don't like about you and doing less of it". (John Maston)

Public Relations is a management function of a continuing and planned character, through which

public and private organizations and institutions seek to win and retain the understanding, sympathy

and support of those whose public opinion is important for these organizations. It also tries correlate

and achieve by planned and widespread information more productive cooperation and more efficient fulfillment of their common interest". (Conference of the International Public Relations Association (IPSA), Hague, 1966)

One of the most commonly used definitions of PR is:

"Public Relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its public."

In the end, here is one concise, clear and comprehensive definition by Sanat Lahiri, the first Indian President of the International Public Relations Association (IPRA):

"Public Relations is negotiating changes with the minimum of friction."

### **8.2.3 FUNCTIONS OF PUBLIC RELATIONS:**

Like Marketing, sales and advertising; Public Relations is basically a management function and it reflects the corporate philosophy. The sole objective of marketing, sales and advertising is to sell more of the organization's product, services. These three activities are concerned primarily with the organization's interest. Public Relations, on the other hand, attempts to sell the organization it self and gain acceptance for it. PR is concerned with both the organization's interest and public interest. And successful PR helps immensely in the other management functions like marketing, sales and advertising.

Advertising is a paid form of reaching out with consumers. But Public Relations cannot be bought with money. It has to be earned. It is earned by *performance* and *reaching out*. For this reason, PR is also described as 90% hard work and 10% talking about it.

Public Relations is concerned with a lot of P's. It involves gathering information and interpreting the *philosophies, policies, plans, programmes and practices* of the organization to the *publics*. Also it involves gathering the *perceptions* of the publics about all these things and feeding it back to the organization.

To be successful, Public Relations has to achieve the following things:

- *Credibility*
- *Confidence (of all people related)*
- *Reciprocity*
- *Goodwill*
- *To prevent alienation and to build relationships*
- *To be in harmony*

To fulfill the above requirements, the following practices are adopted:

- *Honest Communication (for credibility)*
- *Openness and consistency (for confidence)*
- *Fairness of action (for reciprocity and goodwill)*
- *Continuous two-way communication (to prevent alienation)*
- *Sustained research and evaluation*

#### **8.2.4 PUBLICITY:**

Public Relations is often confused with publicity, which in simple terms means making things public or bringing things to the public notice. Many tools including word of mouth to the mass media to advertising to the Internet are used for publicizing information. However, publicity is only one part of Public Relations. Many marketing experts put Public Relations under publicity.

However, PR encompasses many more aspects other than publicity. It involves R-A-C-E (as propounded by John Marston). R-A-C-E stands for research (finding out attitudes of the various publics on relevant issues), action (programmes and activities planned to deal with the issue or problem), communication (informing the publics to gain understanding and acceptance), and evaluation (finding out the effect of the communication efforts). Publicity is the communication part of these four components of PR.

Still, publicity is an important part of PR. Many tools are used for publicizing information and facts. The major and most effective ones are the mass media. PR practitioners try to get coverage for the organization in these media. This coverage could be in the form of news stories, news analyses, interviews, features, articles, and editorials in printed media; and in news bulletins, interviews, discussions or special programmes on radio and television. PR personnel don't have to pay for this kind of coverage. Any newsworthy information naturally finds mention in mass media. PR personnel play the role of facilitators by providing this information to the media. Another form of publicity is the paid variety. This basically involves advertising for which the organization has to pay to the media for the amount of space and time.

Yet another variety involves what are called advertorials and infomercials. An advertorial is an advertisement disguised in the form of a news story or feature. An infomercial is the TV counterpart of an advertorial.

Unpaid publicity is considered to be more credible than paid publicity. The paid variety of publicity (advertising) being initiated by the organization is considered to be motivated and one-sided. On the other hand, unpaid publicity - which includes news stories and other editorial content - has more credibility and believability.

Many experts consider advertising to be entirely different and not part of publicity. Advertising is *paid-for* and involves control over *what is said, how it is said, to whom it is said, where it is published, broad cast or placed, and the frequency of placement*. Publicity or the unpaid variety does not offer any such control. Publicity material supplied to the media is subject to being screened, edited and even may not even be used. On the plus side, publicity offers two important benefits:

- *It costs very little - only time and efforts are required.*
- *Publicity is considered more objective than advertising, which is considered to be self-serving. Also publicity enjoys the implicit endorsement of the mass media in which it appears.*

### **AREAS OF PUBLICITY:**

The areas and activities of business that are publicized are:

- **Announcing a new product or service:** Such announcements to be effective should be made before advertising. If they follow advertising, their news value is lessened considerably.
- **Reorganizing or Repositioning old products:** In case of existing products, advertising does not work very well. For revitalizing old products, various publicity tools like staged events, sponsorship etc. are used.
- **Explaining a complicated product :** Advertisements often do not facilitate a lot of details. So they don't work well for products and services that require a lot of explanation like in case of insurance, banks and other financial institutions. Here publicity provides enough space for the details and the product stories (messages) can be told fully and effectively.
- **Enhancing the organization's reputation:** Advertising of products (goods, services and ideas) is okay. But when it comes to selling the organization as a whole, advertising can be limiting. Often organizations are involved with a lot of philanthropic works like charities or promoting good causes and ideas. Advertising these activities does not look good. So organizations depend on publicity through mass media.
- **Crisis Management:** In crisis situations, publicity is the fastest and most credible means of response.

### **VEHICLES OF PUBLICITY:**



From small tabloids to television to sky writing, publicity uses many channels or vehicles. However, the most effective and commonly used vehicle is the newspaper. Even in today's time of TV and the Internet, newspaper is rated to be the most credible and effective medium. This credibility is because of the power of the printed word. Other reasons of newspaper's popularity as a vehicle of publicity are the widely diversified and in-depth coverage. Then there is variety. Newspapers range from small weeklies to giant dailies.

Other vehicles used for publicity include radio, TV, news agencies, the internet among the mass media. Publicity also involves interviews (of key personnel of the organization), news conferences, news releases, media trips, special events, exhibitions and fairs, sponsorship etc.

### **8.2.5 PROPAGANDA:**

Most people consider propaganda as biased information. Propaganda also involves making thing known (in a controlled and biased manner) in gaining support for an opinion, ideology or belief. While most people consider propaganda to be negative and avoid it, some see both PR and propaganda as the same thing.

In this regard let us review this definition of PR given by Ed Bernays - "Ideally PR is a constructive force bringing to the public facts and figures resulting often in accelerated interest in matters of value and importance, to the social, economic and political life of the community". On the other hand, propaganda is often a destructive force (as evident from Hitler's propaganda). It does not have any regards for general public interest, only for the interests of a few.

Another definition of PR by Sir Tom Fife-Clark, the first president of IPRA, discusses that; "the duty of (PR) practitioners is to provide people with the unvarnished facts about policies (and issues etc.) as quickly as possible so that the public can make up its own mind about public issues, develop its own assessment, and arrive at its own decision". Propaganda does not provide unvarnished facts. It, in fact, strives on coloured or biased (one-sided) information. It does not believe in giving a free hand to the public to make its own decision. It coerces or exhorts people by virtue of rhetoric.

Professor Vender Meidan has distinguished Public Relations from propaganda as under:

- *The objective of PR is the achievement of consent. The objective of propaganda is to build a movement.*
- *The intention of PR is to achieve true dialogue. This is not so with propaganda.*
- *The methods of PR involve openness. Propaganda, if needed, obscures or hides facts.*

- *PR strives for understanding. Propaganda strives for following.*

Another important area of differentiation between PR and propaganda brought out by the Institute for Propaganda Analysis (USA), which says, "propaganda is an expression of opinion, by individuals or groups, which is deliberately designed to influence opinion or action by other individuals or groups with reference to predetermined goals."

In the broadest sense, propaganda is honest and forthright communication intended to advance a cause through enlightenment, persuasion, or a dedicated sense of mission. It is utilized by religious, political, social and charitable organizations. However, propaganda has an inherent emotional under current which can and is often used to great effects for negative and nefarious purposes. It has the ability to awake passion by confusing the issues; it makes the important seem trifling; it makes in significant look weighty; it keeps the channels of communication full of exiting stuff; it keeps people battling in the fog. Hitler made perhaps the best use of propaganda by doing just the above-mentioned things.

Propaganda is considered negative as it often takes the form of a subversive activity that appeals to bigotry (differences) and intolerance, hate and fury, by suppressing facts and publishing false and misleading information in a vicious and manipulative manner.

Propaganda is often used widely during wars and times of conflict. Often during such times, stories of atrocity, brutality and barbarism are spread to arouse public passion against opposing parties. All kinds of media, from pamphlets to newspapers, radio, TV and even films, are used as vehicles for influencing public opinion.

#### **TECHNIQUES OF PROPAGANDA:**

Evasion (avoiding), distortion, calculated silence, deliberate falsification, fabrication, use of words with double meaning, exaggeration, omission of significant facts etc. are some of the commonly used techniques of propaganda. Another technique adopted widely is over simplification of complex issues in to prejudiced statements involving a choice between acceptance and rejection. Other techniques include taking quotes or facts out of context, claims of universality (Crores of Hindus can not be wrong, Every body in doing it). Propaganda often plays with people's tendency to conform to popular opinion.

Propaganda almost always provokes. To divert public attention from a major issue, minor situations are created and blown out of proportion.

Propagandists also resort to discrediting opponents. Deliberate delaying is also used great deal. Delays lead to lessened public interest and the issue is often forgotten and defeated.

Propagandists also use the favourable argument strategy by presenting only those facts that support their viewpoint. This way the public does not get a complete picture; it gets only a one-sided, biased picture.

And finally, propaganda resorts to dramatics to arouse the emotions of fears, prejudices, and enmity. Propagandists organize rallies, fill a stadium or public place, stage dharnas or bandhs or other such shows to mould public opinion in favour of an idea, issue, person or party.

All these techniques succeed by confusing the issue, evading the truth, making the insignificant seem important, and distort the facts by appealing to passion and prejudice.

### **8.2.6 IMAGE BUILDING:**

Every one - be it individuals or organizations - want a favourable image. Every body wants to be in the good books of others. The most important factor here is that a positive image leads to a lot of goodwill and goodwill leads to greater acceptance. And acceptance is what every one wants in this world of cutthroat competition. This important task of building a favourable image is entrusted to Public Relations. But PR alone, however better be the practices, cannot build a positive image. As a popular saying goes that respect cannot be demanded, it is commanded. Similarly, a favourable image cannot be bought or made. Rather it has to be earned.

Think for a while, TATA and other big companies have not made or bought the images they enjoy today. They have earned the positive images by way of sustained top-level performances. Of course, PR has helped by way of reaching the people, gathering information about their needs, convincing management about these and getting the appropriate plans, programmes etc. implemented. It also helps the people know what the company is doing for them. Simply put, PR does not make images. It just helps the company earn a favourable image. Positive or negative image is all about how people perceive, what they know and what kind of experience they have had with an organization. These things, when positive, lead to a favourable image. PR can help only when there is substance i. e. good performance. PR can then add style to it and present it to the public. However, no substance and all style cannot create positive images.

Building a favourable image is concerned with confidence and credibility. This is gained through sustained and good performance. Then the next thing to do is to let people know about the good work you are doing (Remember that definition - PR is 90% good work and 10% talking about it). Talking about one's performances is of vital importance, as no information means no image.

Ignorance about what a company is doing, often leads to mistrust, or even contempt in some situations.

Corporate image building tools - specifically for the 'talking about it' part- include:

- *Advertising - both corporate advertising and product advertising.*
- *Media relations*
- *Customer relations*
- *Employee relations*
- *Community relations*

In addition to these activities, building and maintaining good relationships with all the publics helps in creating a favourable corporate image. And this corporate image works like the 'binding factor' that holds the organization together (specifically the multi-product, multi-division and multi-company organization) and forges it ahead on the road to success.

### **8.2.7 PUBLIC OPINION:**

Before discussing about public opinion, let us discuss about what is a 'public' and what is an opinion'. A public from a public opinion standpoint) is a group of people with similar interests who have a common viewpoint. Opinion means - view, judgement, appraisal, or belief formed about a particular matter. An opinion is stranger than an impression (which means a sketchy, not so clear picture) and weaker than positive knowledge (which is concrete, complete and crystal clear).

Now let us discuss what is public opinion. Simply put, it is the opinion (judgement, view point) of a public (a group of people sharing a common interest). However, public opinion is not so simple. The complex part is that it is rarely expressed in peaceful times. It usually raises its ugly head in times of dispute, debate and controversy over some contentious or controversial issue. And the problematic part is that public opinion is influenced by attitudes and once public opinion is formed it usually leads to some action. This action often is negative and against the issue.

### **INFLUENCING PUBLIC OPINION:**

Individuals have attitudes. Attitudes become opinions. An opinion, held commonly by a group of people, is of great importance to an organization. If positive, public opinion can work wonders for an organization. If negative, it can even destroy an organization. The trouble is that public opinion is often formed around controversial issues and thus is negative. So organizations try their level best to influence public opinion. But how ? Perhaps the most essential element in influencing public opinion is the principle of persuasion. Basically, persuasion means getting another person to do something through advice, reasoning or plain arm-twisting. While there

have been hundreds of books on the power of persuasion and how to use persuasion to influence people, here are two simple theories of persuasion.

"One of the best ways to persuade others is to listen to them." *Dean Rusk*

*"People only understand thing in terms of their own experience... If you try to get your idea across to others without paying attention to what they have to say to you, you can forget about the whole thing".*

This definition by Saul Alinskey means *if you wish to persuade people, you must provide evidence that is in line with their own beliefs, emotions, and expectations).*

And we can further Saul Allinsky's theory by discussing about the kinds of 'evidences' that persuade people. These include:

- **Facts:** Conduct research, collect information and get the relevant facts. Facts do not lie (although it is said that 'statistics some times lie'). Rather, facts help people hammering a point of view.
- **Emotions:** Many psychologists including Abraham Mashlow have talked about the power of emotions. And yes, people do respond to emotional appeals like love, peace, family, patriotism, etc.
- **Personalizing:** People identify with personal experiences and thus respond positively.
- **Appealing to 'you':** This is one word people never tire of hearing. This is because, while being part of a group, every one has a personal interest. One question that is always in the minds of people, Is there any thing for me? So people can be persuaded to a great extent by this 'you-approach'.

A well-planned PR programme utilizes the above-mentioned four principles. This way a PR programme can try to crystalline attitudes, reinforce beliefs and try and change public opinion. But first the opinion to be changed or modified has to be identified and understood. Then the target audience has to be identified in clear geographic, demographic and psychographic terms. Only them a PR programme can be launched to change public opinion.

### **8.3 SUMMARY:**

- PR helps by building strong linkages or connections between the organization on one hand and the various publics on the other. This bond or connection is created through communication. From public relations point of view communication is not just transfer of idea but also sharing of emotions. Here both the organization and its publics have to enjoy mutual trust, love, faith, admiration, etc.
- A major function of public relations is to create a favourable image for the organization in the mind of its publics. And publics are groups of people whose opinions, decisions and actions

affect the functioning of the organization. Favourable image is not built overnight nor there is any shortcut to achieve this goal. It needs sustained, deliberate, and sincere planning.

- Corporate communications or Public Relations is practiced in a planned and sustained ways to help overcome differences and conflicts. It works as a *cohesive and connecting force* that builds and maintains long lasting and fruitful relationships. This is more important in today's time as organizations are growing larger and more complex.
- Public Relations is also practiced under such names as Public Affairs Management, Public Information, etc.
- To be successful, Public Relations has to achieve the following things: Credibility, Confidence, Reciprocity, Goodwill, To prevent alienation and to build relationships, To be in harmony. For this PR needs the following: Honest Communication (for credibility), Openness and consistency (for confidence), Fairness of action (for reciprocity and goodwill), Continuous two-way communication (to prevent alienation), and Sustained research and evaluation.
- Publicity means making things public or bringing things to the public notice. Many tools including word of mouth to the mass media to advertising to the Internet are used for publicizing information.

#### 8.4 KEY WORDS:

**Public Relations:** Public Relations is the attempt by information, persuasion and adjustment to engineer (garner or gain) public support for an activity, cause, movement or institution.

**Corporate Communications:** In corporate communications the thrust is a unified image of the corporate as a whole. In other words it tries to build up distinct corporate image. Corporate houses and many others try to create a unified image. Corporate communications works towards creating a unified corporate identity. This single image gives an impression of unity through all the various manifestations of its activities.

**Publicity:** Publicity means making things public or bringing things to the public notice. Many tools including word of mouth to the mass media to advertising to the Internet are used for publicizing information. However, publicity is only one part of Public Relations.

#### 8.5 SELF-ASSESSMENT QUESTIONS (SAQs):

1. Define public relations in your own words. Discuss the role and importance of PR in today's time.
2. Discuss the concept of PR in detail citing definitions. Add a note on publicity.
3. Write a detailed note on Publicity.
4. Write a detailed note on Propaganda.
5. Write a detailed note on Image building.
6. Write a note on corporate communication.

#### **8.6 REFERENCES / SUGGESTED READING:**

Business Communication Today (Bovee); Pearson Education, Delhi, 2006

Making PR Work (Sushil Bahl).

Lesly's Hand Book of PR and Communication (Edited by Philip Lesly).

Public Relations : Principles, Cases, and Problems (H. Frazier More, Frank Kalupa)

The Practice of Public Relations (Fraser P. Seitel)

**Master of Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 9**

**PUBLICS IN PUBLIC RELATIONS**

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**LESSON STRUCTURE:**

Public relations or corporate communications is all about communication with a wide variety of groups (publics) in a *continuous, two-way* manner and directed to gain *mutual understanding* and *greater acceptance*.

There is no doubt that most organizations, whether institutions, companies, or corporations, need to *communicate*. Organizations need to communicate to increase sales, promote the organization, keep employees, share holders, suppliers, dealers, distributors, the industry, govt. departments and other people related to them happy, or to promote a cause, issue or course of action. This is where PR plays an important role. In this lesson, we shall discuss about various publics in public relations. The lesson structure shall be as follows:

- 9.0 Objectives
- 91 Introduction
- 9.2 Presentation of Content
  - 9.2.1 The Basic Publics
  - 9.2.2 Publics of Educational Institutions
  - 9.2.3 Publics of Local Government
  - 9.2.4 Publics of Voluntary Organizations
  - 9.2.5 Publics of Multinational Corporations
- 9.3 Summary
- 9.4 Key Words
- 9.5 Self-Assessment-Questions (SAQs)
- 9.6 References/Suggested Reading

**9.0 OBJECTIVES:**

The objectives of this lesson are as follows:



- To get an introductory idea about publics in public relations,
- To know the important publics in the field of public relations, and
- To know about some examples of publics of different organizations.

## **9.1 INTRODUCTION:**

In marketing, the efforts are directed to winning over the 'target market'. Advertising reaches its 'target audience' with messages. Talking about marketing and advertising the messages are directed at a single group of people who considered as a unified whole. The same is the case with many other fields like films, books, newspapers, etc.

Public Relations, however, deals with more than one group. It, in fact, deals with a number of groups. These special groups, whether large or small, have different characteristics, needs, wants, etc. Most importantly, they play different roles and differ in the type of relationships they share with the organization.

These different groups of people with different expectations and interests are called the 'publics' of an organization. PR thus is more diversified and widespread than advertising as it deals with total communication with all these different groups. We shall discuss about these publics in this lesson.

## **9.2 PRESENTATION OF CONTENT:**

The content of this lesson shall be presented as follows:

- *The Basic Publics*
- *Examples of Publics of Different Organizations*
- *Publics of Educational Institutions*
- *Publics of Local Government*
- *Publics of Voluntary Organizations*
- *Publics of Multinational Corporations*

### **9.2.1 THE BASIC PUBLICS:**

All organizations have many different groups associated in different ways. These groups are called the publics in PR. Each group or public is interested in a corporation or organization as a source of benefits:

- People want employment;
- Employees want better facilities and services;
- Investors want better returns;
- The trade (distributors, dealers and retailers) wants better margins;

- Suppliers want orders;
- The government wants financial support in form of taxes;
- Voluntary organizations want the support in form of donations; and
- The community wants a wide variety of benefits.

Public Relations works towards fulfilling these wants and interests. It also aims at maintaining better relationships with all the publics. Specific communication programmes are devised and implemented for each specific public.

The success of these programmes leads to goodwill. Employee good will results in increased efficiency, consumer goodwill leads to better returns over the investment, governmental goodwill leads to favourable treatment, community goodwill results in a better climate to work in. This way the goodwill of all the concerned publics results in favourable conditions for the growth and success of the organization.

All organizations differ in their way of functioning, organizational structure and the people with whom they deal. So different organizations have different types of publics. However, there are few basic types of publics that are common to most organizations. These includes:

**Employees:** These are the people who work for the organization, from the top management to the workers.

**Potential Employees:** Those who are studying or working somewhere else, but wish to work for the organization.

**Consumers, Users and Clients:** Past, present and potential.

**Share Holders, Investors and other Financial Associates:** All those people and organizations that have financial stakes in the organization including banks, brokers, insurance companies, etc.

**The Trade Chain:** The distributors, dealers and retailers etc.

**Suppliers:** People who supply goods, raw material and services, etc.

**Opinion Leaders:** People, organizations and institutions that can influence the functioning of the organization in any way. Opinion leaders includes the industry, the government, business and industrial bodies (FICCI, CII, etc., in India), and other opinion forming groups like consumer forum, environment groups, etc.

**Media:** Media like Press, radio, TV, etc, reach the people with news and opinions and work as a link. ,

**The Community:** People who live near the organization premises.

Public can also be classified into several categories. These are:

**Internal and External Publics:** Internal publics are the employees (from top to the bottom). External publics are those who aren't directly connected with the organization like the media, government, customers, suppliers, the trade, the community, the investors, etc.

**Primary, Secondary and Marginal Publics:** Primary publics can influence the organization directly and include the employees, investors, customers, suppliers, trade, etc. Secondary publics are the media and the community. Marginal publics don't have any direct bearing on the organization.

**Present and Potential Publics:** Publics are never static and permanent. These keep changing. Today's public members may leave or dissociate themselves and new public members may join the organization.

**Proponents, Opponents and the Uncommitted type of Publics:** Proponents or supporters of an organization need to be handled differently from the opponents. For proponents, PR tries to reinforce positive beliefs and attitudes. Strong and persuasive PR programmes are required to change the opponents and win them over. Different types of programmes are needed for those who are neither supporters nor opponents.

### 9.2.2 PUBLICS FOR EDUCATIONAL INSTITUTIONS:

**Employees:** Staff and teachers

**Customers or clients:**

Students (past, present and potential)

Parents of students,

All those organizations giving employment to the students.

**Potential employees:** Those who wish to work for the institution.

**Suppliers:** Those who supply books, equipment, etc.

**The industry:** Other educational institutions.

**Opinion leaders:** Educational bodies such as boards, departments, and other funding and regulating organization like CBSE, UGC, AICTE, etc.

**Media:** The press, radio and television which help others know about the institution.

**The community:** People who live around the institution.

### 9.2.3 PUBLICS FOR A LOCAL GOVERNMENT:

*Staff*

**Trade unions**

*Local residents.*

*Professional bodies.*

*Govt. departments.*

*Local MLAs and MPs*

*Local authorities.*

*Local trade and industry.*

*Tax payers.*

*Users of public services.*

*Investors.*

*Suppliers of goods and materials.*

*Potential residents.*

*Potential industries and commerce.*

*Visitors and tourists.*

#### **9.2.4 PUBLICS FOR VOLUNTARY ORGANIZATIONS:**

*Members*

*Subscribers and benefactors*

*Supporters*

*Potential supporters (or workers and donors)*

*Opponents and critics*

*Govt. departments*

*Local authorities*

*Opinion leaders.*

#### **9.2.5 PUBLICS FOR MULTINATIONAL ORGANIZATIONS:**

*Customers*

*Dealers and distributors*

*Trade*

*Banks and Insurers*

*Community neighbours*

*International community*

*Special interest groups*

*Suppliers*

*Competitors*

*Investment community*

*Stock holders,*  
*Media,*  
*Families of employees,*  
*Labour associations*  
*Regulatory authorities,*  
*Government (local, state, national).*

Organizations have many public and they are required to communicate with all the public on a direct and frequent basis. The communication must be sensitive to the interests, desires, and concerns of each public. Successful PR requires harmonizing of relations to win and maintain support among all the public.

### **9.3 SUMMARY:**

- Today organizations need to *communicate* a lot. Organizations need to communicate to increase sales, promote the organization, keep employees, share holders, suppliers, dealers, distributors, the industry, govt. departments and other people related to them happy, or to promote a cause, issue or course of action. This is where PR plays an important role.
- In marketing and advertising, the messages are directed at a single group of people who considered as a unified whole. Public Relations, however, deals with more than one group. It, in fact, deals with a number of groups. These special groups, whether large or small, have different characteristics, needs, wants, etc. These different groups of people with different expectations and interests are called the 'publics' of an organization. PR thus is more diversified and widespread than advertising as it deals with total communication with all these different groups.
- Public Relations tries to fulfill the wants and interests of the various publics. It also aims at maintaining better relationships with all the publics. Specific communication programmes are devised and implemented for each specific public. The success of these programmes leads to goodwill. Employee good will results in increased efficiency, consumer goodwill leads to better returns over the investment, governmental goodwill leads to favourable treatment, community goodwill results in a better climate to work in. This way the goodwill of all the concerned publics results in favourable conditions for the growth and success of the organization.

- Different organizations have different types of publics. However, there are few basic types of publics that are common to most organizations. These includes: Employees; Potential Employees; Consumers, Users and Clients; Share Holders, Investors and other Financial Associates; The Trade Chain; Suppliers; Opinion Leaders; Media; and The Community.

#### **9.4 KEY WORDS:**

**Publics:** Public Relations deals with many groups at any given time. These special groups, whether large or small, have different characteristics, needs, wants, etc. Most importantly, they play different roles and differ in the type of relationships they share with the organization. These different groups of people with different expectations and interests are called the 'publics' of an organization.

**Internal and External Publics:** Internal publics are the employees (from top to the bottom). External publics are those who aren't directly connected with the organization like the media, government, customers, suppliers, the trade, the community, the investors, etc.

**Primary, Secondary and Marginal Publics:** Primary publics can influence the organization directly and include the employees, investors, customers, suppliers, trade, etc. Secondary publics are the media and the community. Marginal publics don't have any direct bearing on the organization.

**Present and Potential Publics:** Publics are never static and permanent. These keep changing. Today's public members may leave or dissociate themselves and new public members may join the organization.

**Proponents, Opponents and the Uncommitted type of Publics:** Proponents or supporters of an organization need to be handled differently from the opponents. For proponents, PR tries to reinforce positive beliefs and attitudes. Strong and persuasive PR programmes are required to change the opponents and win them over. Different types of programmes are needed for those who are neither supporters nor opponents.

#### **9.5 SELF-ASSESSMENT QUESTIONS (SAQs):**

1. Define what you understand by public in your own words. What role you think public plays in Public Relations?
2. The various public of an organization play in important role in Public Relations. Discuss.
3. Discuss the various public of any organization.

4. How is the concept of public in Public Relations different from the target audience in advertising? Discuss giving suitable examples.

#### **9.6 REFERENCES / SUGGESTED READING:**

Business Communication Today Bovee); Pearson Education, Delhi, 2006

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The Practice of Public Relations (Fraser P. Seitel)

**M. A. Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 10**

**TOOLS OF PUBLIC RELATIONS**

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**LESSON STRUCTURE:**

In this lesson, we shall discuss about the tools of PR. We shall discuss about the various tools used for communicating with the various publics. We shall focus especially on the tools used for media relations. The lesson structure shall be as follows:

*10.1 Objectives*

*10.1 Introduction*

*10.2 Presentation of Content*

*10.2.1 Tools Used for Communicating With Internal Public*

*10.2.2 Tools Used for Communicating With Investors*

*10.2.3 Tools Used for Communicating With Media*

*10.2.4 Tools Used for Communicating With the Community*

*10.2.5 Tools Used for Communicating With Pressure Groups*

*10.2.6 Tools Used for Communicating With Government*

*10.2.7 Tools Used for Communicating With the Consumer*

*10.3 Summary*

*10.4 Key Words*

*10.5 Self-Assessment-Questions (SAQs)*

*10.6 References/Suggested Reading*

**10.0 OBJECTIVES:**

The objectives of this lesson are as follows:



- *To study the Tools Used for Communicating With Internal Public,*
- *To study the Tools Used for Communicating With Investors,*
- *To know about the Tools Used for Communicating With Media.*
- *To study the Tools Used for Communicating With the Community,*
- 1. *To study the Tools Used for Communicating With Pressure Groups,*
- *To study the Tools Used for Communicating With Government, and*
- *To understand the Tools Used for Communicating With the Consumer.*

### **10.1 INTRODUCTION:**

Public Relations basically means effective communication. A public relations personnel defines every problem as a problem of communication. He believes that effective communication is the solution for all ills relating to public relations.

Now the problem shifts to defining "effective communication". Communication in simple terms is *transfer of ideas, messages, or meanings* etc. from a source to the receiver through a medium.

From public relations point of view communication is not just transfer of idea but also sharing of emotions. For example, we can laugh with everybody but we cannot cry with everybody. We open up with selected few with whom we have a very special relationship. In this relation when we communicate, source and the receiver enjoy mutual trust, love, faith, admiration etc. So both the parties enjoy mutual confidence and there is maximum participation in their communication. Both source and receiver give importance and respect to each other's words, views, opinions, etc. There is increased receptivity of messages. Hence communication becomes effective.

One of the wide accepted functions of public relations is to create a favourable image for the organization in the mind of its publics. And publics are groups of people whose opinions, decisions and actions affect the functioning of the organization. Favourable image is not built overnight nor there is any shortcut to achieve this goal. It needs sustained, deliberate, and sincere planning.

For an organization the list of publics is very long. However the important publics are: *Employees, Media, Customers, Government, Investors, and Community.*

Accordingly, there are various aspects of PR like - employee relations, customer relations, media relations, investor relations, government relations, community relations, etc. Thus there are a wide variety of tools used for communicating with these different publics.

In this lesson, we shall discuss about the following: *Tools Used for Communicating With Internal Public, Tools Used for Communicating With Investors, Tools Used for Communicating With Media, Tools Used for Communicating With the Community, Tools Used for Communicating With Pressure Groups, Tools Used for Communicating With Government, and Tools Used for Communicating With the Consumer.*

## **10.2 PRESENTATION OF CONTENT:**

When we talk of PR tools we mean the means, media, and practices PR persons use to communicate with publics. And a PR person's communication is not only confined to the conventional communication that is through words, written words, audio cassettes or video cassettes, exhibition, etc. but also actions, activities, incentives, etc. We shall discuss these tools in detail in this lesson. The content of this lesson shall be presented as follows:

- *Tools Used for Communicating With Internal Public*
- *Tools Used for Communicating With Investors*
- *Tools Used for Communicating With Media*
- *Tools Used for Communicating With the Community*
- *Tools Used for Communicating With Pressure Groups*
- *Tools Used for Communicating With Government*
- *Tools Used for Communicating With the Consumers*

### **10.2.1 TOOLS USED FOR COMMUNICATING WITH EMPLOYEES:**

Employees of an organization are the true soldiers who win the war of business of an organization. Committed employees are the real assets of an organization. Commitment of the employees is the indication of prosperity of an organization. Hence employee relations is of utmost importance for an organization.

Employee communication has two purposes:

- *To keep them informed about the developments through circulars, notices, briefings, etc.*
- *To make the communication effective so that the employees develop a sense of belongingness.*

Hence, in reality, employee communication is something more than just communicating. It is more challenging. It needs to be very honest. It must make the employees feel that the

organization belongs to them. It is essential that an average employee should develop a feeling that his services are also honoured in the organization.

All these things cannot be achieved by planning the efforts in isolation. It needs to be taken in the context of an overall programme. It should never be an ad hoc exercise, but should be consistent and honest. The *dealing with the employees, care an employee gets, treatment an employee receives'* communicate more than the sugar coated words. In fact efforts like employee welfare measures should be properly communicated.

For example - a truck driver of a transport company met an accident. After his recovery he left the job for the simple reason that the owner of the company did not visit him in the hospital. A warm visit and necessary financial support and an assurance for his secure future would have sent a very strong message that employees in this company are very safe.

Similarly by sending the personal vehicle in absence of the office vehicle to take a family member of an employee to hospital the owner can communicate a lot which an year long PR exercise would fail to communicate. Most employees expect communication to provide them with information on

- What is going to happen, not only what has already happened?
- An event, with information on what is happening, and their background.
- The development and their probable impact on them personally.
- Decisions taken by the management and the possible reasons for that.

In fact, in the process of communication the employees should feel that their knowledge is also important and they should also be heard.

**CIRCULARS:** The most conventional communication channel is the circular. Office authorities issue circulars from time to time. Even if circulars are basically official still the language can be warm. For an example once in a university there was a written examination for selection of some non-teaching post. The circular from the Registrar of the university came for the lecturers of the university, which read, "you have been appointed as an invigilator for the examination. Your place of duty will be intimated to you. In case you do not receive any communication by 4 pm in this regard please contact the office of the undersigned. No excuse will be entertained".

The names mentioned in the circular did not prefix ' Mr. or Dr.' etc. The language created a lot of resentment among the teachers of the university. The same circular could have been written like university is conducting examination for selection of such post we seek your cooperation in this regard.

Normally circulars are issued which is of official in nature such as instructions and which has some urgency. Each circular should be properly dated and numbered so that it can be traced easily. It should also be ensured that it is circulated properly.

**POSTERS:** Posters have a unique advantage that the message gets repeated as the audience sees it again. Similarly the notices on the notice board are ritualistically noticed by all the employees.

Posters can stir the desired emotion of the employees. By nature employees do not spend more time in front of a poster.

**NOTICES:** Notice board is a common tool of an organization where the office displays the notices for its employees. Employees normally glance through the notice board.

Notice writing is an art. Lengthy notices are always avoidable because employees by nature do not spend more time in front of the notice board. The language should be very lucid, simple and straight. Ambiguous notices create more problems than solving any.

Now electronic notice boards are used which can accommodate much more words and can draw the notice of the employees in a very professional way. Normally electronic notice boards are displayed in the dining hall and other such public places.

**PERIODICALS:** Periodicals for employees may be one, or more, of several different types of publications, such as newsletters, newspapers or magazines, which will vary considerably depending not only on the size of the organization and the funds available or even the nature of the audience, but most importantly on the task, which the employee publication is expected to achieve.

**HOUSE JOURNALS:** House Journal is the best tool of employee relations. A well-organized house journal can help the PR department in many ways. House Journal is a good tool of employee relations. A good house journal is always a complementary to the efforts of the public relations department. A house journal reflects professionalism of a PR department. It also mirrors the whole organization.

A house journal is a publication of the organization for the internal circulation. It is circulated among its internal public. Sociology of communication says a person expresses himself only when he is sure that his viewpoint is honoured. If the house journal can be made a platform for its employees to:

- Ventilate the views of the employees.
- Highlight their suggestions.
- Accommodate their and their family members literary skills.

- Publish the talents among the employees by which they get due recognition.
- Facilitate two-way communication among the authority and the employees.
- Introduce columns which demands lot of participation from its audience (employees)

Normally house journals carry the viewpoint of the top management. The pages are filled with the speeches and photographs of the top brass of the organization. By doing this the house journal becomes the journal of the management. But in order to achieve the objectives, it should be of the employees, for the employees and by the employees. Recognition is a psychological need of any human being. If there is a platform, which can give recognition to the employees by publishing their varied talents, employees will identify themselves with the journal and the journal becomes a journal of the employees. Once the employees identify themselves with the journal the journal can be complementary to all the PR efforts of the organization.

House journal should also be a storehouse of all the information of the organization. Hence the house journal should provide all the relevant information to the employees.

**AUDIO-VIDEO PROGRAMMES:** In this electronic era Audio and videotapes have gained much significance. In case the authority wants to speak something to its employees he can talk to the camera and the tape can be played before the employees. Now that video production is becoming more common organization can produce lot many programmes for the consumption of its employees. The basic philosophy being the employees must get a feeling that they have been in touch with the developments of the organization they are serving.

**MEETINGS AND BRIEFINGS:** Interpersonal channel is not only the most effective tool of employee communication but also a tool that nothing else can replace.

There is no substitute for a face-to-face communication. Regular personal meetings of the authority with the employees solve many problems, which no other tool can achieve.

Hence PR department can organize regular administrative Adalat, or meet the employees programme, whatever may be the nomenclature so that the employees get an opportunity to interact with the top brass to air their views.

Many organizations celebrate annual day where the employees with their families participate and different awards are given recognizing the talents of the employees.

This type of 'get together' is very important for a simple reason that only when one has an outlet to air his grievances he will neither feel helpless nor frustrated.

Some organizations give grants to celebrate some religious functions like Hisar DCM Cotton Mills give money to its employees to celebrate Ganesh Pooja.

In fact all depends on how honest the authority is to sort out the problems. Authorities credibility among the employees is the only talisman that works. Rest of the things bears no relevance.

### **10.2.2 TOOLS USED FOR COMMUNICATING WITH INVESTORS:**

Invertors of a company are those who have invested money in the company in form of shares. There can be two types of shareholders. First being the institutional investors and the other is individuals. These institutions normally collect money from different individuals in the form of savings and that money they invest in a company in order to manage that fund.

So these investors are very important public. Basically there are three types of publics in investor relations.

**INVESTMENT ANALYSTS:** Investment analysts are those who do research in major sectors of industry and companies within each sector and find out the main investment opportunities. Normally the stockbrokers are the clients of these investment analysts. Based on the findings of these analysts the stockbrokers advise their clients (investors) whether to buy or sell shares in a particular company.

**FINANCIAL JOURNALISTS:** Financial journalists are those who write for different financial journals and newspapers. They are very important for company because their writings have far greater influence on the attitude of stockbrokers and institutional investors to particular stocks and can move the share price through a favourable or unfavourable comment. But normally many investors, apart from the financial journalists depend on analysts and their own judgement. However, the financial journalists influence the smaller investors decisions.

It is the financial writers through whose eyes the general public view the status of a company. Hence the power of the media should almost be accorded due importance.

The primary job of the PR department is to communicate effectively with its investor's explaining the background in order to attract understanding and maintain the organizations credibility. It is also important that this understanding should extend to ensuring that the audience appreciates what is being done and why. Because sometimes even successful businesses are not always fully appreciated. So openness should always be maintained to appraise the investors regarding its inherent strengths. If the investors are unsure of the growth prospective of the company, they easily fall pray to the competitor company who tries to buy (or take over) over the company. Hence success in management should always be coupled with success in communicating the success widely.

It is customary these days that companies always try to remain in news. Time to time they move major announcements about acquisition or disposals changes in major shareholders, rights issues, and whenever there is a major change at board level. Again throughout the year, except during the close periods, the directors meet the media, analysts and institutional investors to discuss the progress of the organization.

**ANNUAL GENERAL MEETINGS:** Annual general meetings are the proper opportunity of talking about the future. In annual general body meeting an investor however small his shareholding might be gets a chance to ask questions and meet the directors of his company.

**NEWSLETTER:** Newsletter is another medium to keep the investors and of course the analysts and financial Journalists abreast of developments. Newsletter need not carry all the financial information or documents. However, it can update the audience on new products, major investment in premises and equipment, new services etc.

**VISITS:** Visits are always the most effective tools of communication. To make a person appraise of the prosperity or development of a company, he should be given an opportunity to assess it for himself. Hence to get a better deal from the analysts and financial journalists they should be taken for a visit to the premises of the company.

### **10.2.3 TOOLS USED FOR COMMUNICATING WITH MEDIA:**

In fact public relations was born as press relations. Ivy Lee, a financial reporter is considered as father of public relations. It was early 20th century Ivy Lee found there is something seriously wrong in the relationship between the press and the industry. He being a financial reporter had his two legs one in the industry and the other in the press. He made some efforts to bridge the gap between the press and the industry. Hence press relations started. Later the concept of press relations was widened to become public relations.

Even otherwise communication with the press is very important. It is media through which people forms an opinion about a company. Again most of the publics get information about the company through media. Hence in most instances the media is the initial evidence for the message, and it is through the media that the message is conveyed to the ultimate target audiences. There are occasions, and organizations, for which media relations will not be the best or the most precise PR technique, but generally media work will be of utmost importance, even if only a part of the role.

Getting desirable news and feature coverage in the media is an essential function of public relations.

It is something of an art. Practicing this art requires a multitude of talents: *a flair for creativity, an eye or ear for the interesting or unique story, an understanding of media, and a solid knowledge of the company, issue, or product being presented to the media as newsworthy.*

There are far too many stories warranting good coverage. But sometimes someone in the newspaper office fails to give it a fair treatment, it finds its way to the waste bin.

So it is always important to read the media thoroughly and know what interests media?

**NEWS VALUE:** The news value of a new product or service, or perhaps a development such as a new branch or factory is often exaggerated by those whose proximity to the story is such that they lose their news sense. This is an understandable human reaction especially for those who have laboured long and hard, although PR people become noticeably less understanding if their superiors or their counterparts in marketing do not appreciate their objectivity.

Difficulty in appreciating the true news value of a story does not always emerge as an exaggerated impression of the story's worth. The opposite can, and does happen, with the value of a story being underestimated. There are many good stories, which are not appreciated fully by those involved. Usually it is a case of specialists underestimating the impact of a particular project or development, or failing to understand the interest of a particular project or development, or failing to understand the interest of the outside world.

Unfortunately, there are also occasions when, having been awakened to the news value of a development, the specialists overlook the general reader, and the general newspaper journalist, and attempt to draw the story in technicalities as the press release is drafted. News value varies, and it can be hard to quantify. This is the reason why so many PR people are former journalists. They can use their nose for a good story.

A manufacturer may simply need good trade and technical press coverage for a new product to be judged a success. But there are other questions which good news sense will answer, such as whether or not there should be a photograph (and what kind of photograph) and whether a press release will be sufficient - or should there also be a press conference or briefing, or should the press receive a sample or a demonstration.

**NEWS KIT:** A news kit should include news release, question, glossy black and white photographs (with identifying information attached to each print), colour film clips or slides for television (also clearly identified) colour transparencies, with suggested captions, for magazine or newspapers printed in colour.



Maps, charts and graphs, pertinent reprints, speeches, biographical information on individuals mentioned in release, newsletters, company magazines, brochures, annual reports, list of sources to contact for additional information. It needs to be bilingual or multilingual.

Distribution itself is very important. It could be at a press conference; it could be through regular mail, through special messenger, or personal delivery by the PR practitioner himself.

**SPOKESPERSON:** Not all the people are gifted with that talent who can be comfortable with media. However, today it is a well-accepted practice for corporate spokespersons to receive special training in handling interviews and conferences. Such training is widely available from PR firms as well as from consultants who specialize in working with speakers and spokespersons.

**MEDIA (PRINT):** The key to working with the print media, considering the vast number of newspapers, magazines or trade papers, is a good working knowledge of the requirements of the publications.

A PR man must pick up recent copies of the publications and study them: determine the editorial treatment they give, subjects emphasized more than the others, who the editors are, how they treat photographs. It is very useful to have this kind of information, in hand before approaching publications. It is especially counterproductive to propose a story that is the same as or very similar to one recently used.

**TELEVISION:** TV is the most influential medium. Cable TV is a quickly expanding broadcast medium. In dealing with television, public relations practitioners distinguish sharply between ideas for network television and those for local stations. Network television is rarely interested in a subject without national appeal, while television stations are rarely warm to an idea, story or project that lacks local or regional interest.

Because television is a visual medium, it seeks out stories with visual impact. So while planning for television publicity, practitioners look for a story with dramatic or at the very least, interesting visual qualities. Without something eye-catching, an idea has little chance of making it to the television screen.

Time is another important element. With few exceptions news shows do not give a single story more than one minute: 20 seconds is about as much as can be expected for a product-related story. On the other hand talk shows can provide from five to twenty minutes for a specific subject.

The PR practitioner should have a good knowledge of the specific show or newscast targeted for publicity: format, time frame. This knowledge permits a story to be positioned properly so that it has the greatest possibility of acceptance.

**RADIO:** With FM boom radio is going to regain its popularity. Again broadcast door has been opened to the private sector. Hence radio is going to be an effective channel for publicity. The primary opportunity for publicity in radio lies in the great number of talk shows that interview guests. Radio stations cover a wide variety of interests: business, general news, entertainment, and hobbies.

**HOW TO REACH THE MEDIA:** Press release - The most conventional tool of public relations is press release. From time to time, an organization issues press releases informing about the organization to its general public. In case of any achievement, any controversy, any expansion etc the PR department issues press release so that people know about it or get things clarified. The basic rules for drafting a press release are:

- It should be brief with on unnecessary words, superlatives or tall claims. Normally the tendency is to speak more about self but it should be written purely in news form so that the sub-editor in the newspaper desk is not strained much to tailor it for the newspaper.
- The headline should be sufficiently illustrative, factual and eye catching. The headline should be newsworthy to attract the attention of the concerned person at the desk.
- Date should be prominent at the top right hand corner. Telephone number, even the residence phone number should be given at the bottom so that in case clarification is necessary the newspaper can call back.
- It is always a plus point to supplement the release with a well-captioned photograph.
- Never send the press release in the 11th hour so that it fails to draw the attention of the over busy sub-editors who are working during the deadline. Even if it gets the attention, it may not get a fair treatment. It is always better to be late by one day instead of getting a shabby treatment today. Because company's news even if positive, appearing in some inside page reflects the insignificance of the company.
- Cover a period of time, the PR personnel must develop credibility and the press release should always be well drafted so that its newsworthiness is never questioned at the desk.
- Apart from maintaining high credibility the PR man should have good relationship with media to get his releases through.

**INTERVIEW:** When the subject matter is important enough, when questions that must be answered by an authority will arise, or when publicity for an individual is the goal, interviews may be necessary.

**PRESS CONFERENCES:** Press Conferences, at which a number of media representatives cover an event or an announcement, should be reserved for especially newsworthy events. While deciding the news conference the PR men must ask "can the information be disseminated as effectively in any other way?" If the answer is truly No, then only a conference is in order.

A basic checklist of activities and due dates include site selection, refreshments, audio visual equipment, speeches, invitations, media lists and confirmation calls, press materials, staffing, run-through and devil's questions.

**EDITORIAL BOARD MEETINGS:** Sometimes a business leader or spokesperson meets with the key editors of a publication to discuss company's plans and prospects. Such meetings give the spokesperson an opportunity to influence future editorial opinion and to provide editors with solid background information. Such meetings usually do not generate immediate media coverage nor are they expected to do.

**MEDIA TOURS:** Media tours can be effective ways to target a message to specific geographic markets lead time of six to eight weeks should be allowed for setting up a tour before a media tour, the spokesperson should be thoroughly rehearsed to deliver key messages as well as become comfortable with various interviewing techniques used by the media.

**CASE HISTORIES:** Case Histories, or success stories are often publicity stimulators, particularly for trade publications, whose readers are generally interested in how other companies in their industry have solved problem, initiated new sales or marketing approaching or originated new operations. Often the case history is based on a satisfied customers explanation of how it has been helped.

**VIDEO NEWS RELEASE:** The tremendous demands upon local television news camera crews to cover events almost preclude coverage to any but the most newsworthy stories. A video news release can make it easier for stations to cover a story. A video news release can provide wide exposure for a company's product or service in 60 to 90 second piece of videotape.

#### **10.2.4 TOOLS USED FOR COMMUNICATING WITH COMMUNITY:**

Community represents that public which stays in the close vicinity of the company, its office, plants and warehouses, etc. These people undergo change in their lifestyle depending upon the business activities of the company. The increasing cost of living, congestion, pollution, health hazards, sanitation and various social problems like alcoholism, gambling, prostitution etc near various large companies in our country are testimony of the transformation.

So it becomes a social and moral obligation of the community for these losses by making its humble contribution to improve their living in some manner. It includes providing employment to the community members as far as possible, providing health services in the form of dispensary, hospital and nursing homes, education and environment protection etc.

The basic philosophy being the general public around the company normally pays the social cost for the company. It should be compensated. Besides the people around should feel that they own their prosperity to the company. This is because goodwill of the people around is very important for the company. Normally a company adopts the villages around it. Then a whole lot can be done for the community.

- Hospital: Company entertains patients from the community. Company's hospitals are normally well equipped than the state government's hospitals. Even if people are made to pay for the sophisticated equipments still that helps people to a great extent.
- Schools: Company opens schools for its public. Hence people around owe to the companies for their children's education. Company's normally encourages talented students. Hence in the name of company they institute many literary awards for the school children. Besides they offer scholarships for the students of existing schools.
- Environment protection: Pollution is the most important social cost the public pays for a company. May it be the environment, or cultural or any other. So in order to make people believe that the company really cares for them they take up large-scale plantation, even the sanitation programmes etc.
- Sponsorship: Company sponsors the sports events and other cultural events.
- Annual day: Some companies open the premises for the general public in the context of their annual day etc. People are offered an opportunity to witness things on their own. This is very helpful because it prevents lot of grapevine. During calamities, company adopts the villages and takes care of their food, shelter and clothing etc.

These actions communicate to the community around is that the company is very much concerned for them and cares for their prosperity. One paint manufacturer discovered that the residents of houses close to a factory were concerned about the safety implications of having major paint factory on their doorstep. The company organized an open day (annual day) for the local people. This gave them the opportunity both to visit the factory and to inspect the production processes and safety procedures, and to discuss their fears with local management.

#### **10.2.5 TOOLS USED FOR COMMUNICATING WITH PRESSURE GROUPS:**

Pressure groups are the important publics among the community. Some pressure groups are genuine in the sense they realize the bad effects of the nearby factory. But the other group does protest only to be in news. They are politically motivated. So communicating these people is very difficult.

Regardless of difference of opinion, attempting contact with pressure groups is important if any media or public sympathy is desired. The essentials are that contact should be attempted; otherwise the failure to attempt even this will be construed by the media as an admission of guilt on the part of the organization. It may not be possible to convince the hard core of any pressure group that they are wrong and the organization is right, but it may be possible to convince many inside the group, and many more outside it, that the organization has a strong case.

Here again credibility that comes to the rescue. If there is an incident, a mistake or an incident, the facts must be established and admitted to immediately, otherwise one is simply serving the purposes of those who would attack the organization unanswered criticism also has a severe impact on credibility.

Contact with the leaders of pressure groups should not be delegated too low in the organization. Those who have to meet such people must have the experience, authority and first hand knowledge to be able to discuss issues wisely and sensibly and of course, they must be able to communicate well, being approachable and articulate, and patient enough to accept that outsiders will frequently misunderstand industrial processes, legislation or market forces.

There may sometimes be the offer of a public debate or an open meeting. The need to be assured that the meeting will attract people who are open minded on the subject and that the chair will be experienced, objective and have the necessary authority.

#### **10.2.6 TOOLS USED FOR COMMUNICATING WITH GOVERNMENT:**

Government in this context can be divided into three categories. Local governments include municipal corporations, panchayat samiti, etc. Then there are State governments and the Central government.

Too often the businessman will learn for the first time only when he reads in the papers that new laws or regulations are on the way or have already been passed, and will affect the business. To counter this, lobbying has come to play a role. It is the people's way of getting their point of view heard in the corridors of power. The right to put your views forward exists.

Here an ethical thing that comes "is it ethical to lobby with the parliamentarians, legislators or for that matter with the members of Jilla Parisad or the corporators"? The

argument offered is if a company can put forward his point of view by putting a question in the mouth of a people's representative, if it can operate through him by influencing the policy then nothing wrong about it. It is up to the company to see that if it can do it by keeping informed about developments at the government which might affect the company or the business and that policy-makers and briefed on the company's operations, interests and objectives.

Like to ban private bus operators, regulating private educational institutions. So it is quite common that all the private bus operators join together and influence the ministry by different means. Similar is the case with private educational institutions, theatre owners, telephone booth operators etc.

Today lobbying is an accepted profession. They operate openly and explain their objectives and purpose clearly, giving the name of the client or company in whose behalf they are operating.

**COMMUNICATING WITH LOCAL GOVERNMENT:** Even if the local governments are not the policy makers, still they are the authority on which a company often depends upon the most like water supply, pollution control measures, taxes, etc.

It is important not to overlook opportunities to establish contact with local councilors. If a new factory is being opened, for example, the chairman of the municipality or the Mayer of the corporation should be invited, as should the chairman of any relevant council committees, and the local councilors themselves, bearing in mind the fact that there will usually be a local and a country or regional councilor for each area. Never forget the local angle. Local MP, MLA should always be invited.

**COMMUNICATING WITH THE LOCAL GOVERNMENT:** Apart from having personal contact, inviting them to different functions, press is an important tool to make your views reach to the councilors or chairman etc. Local media is the best because no councilor can afford not reading any local newspaper. Hence cultivating local Journalists is also very important.

**COMMUNICATING WITH STATE AND CENTRAL GOVERNMENT:** Here again government meant the people's representatives and the executives (Govt. officials) to influence these people and build a positive image of the company in their mind press is an important tool. Any good work done by the company like cent percent pollution control measures, labour participation in the management, employee welfare steps etc need to be highlighted.

Again among the people's representatives and the bureaucrats there are pressure groups like who are very particular to see that the social cost paid by the community is the minimum share people deserve special treatment. Those people can be invited on special occasions to impact

the things on their own. At least videocassettes can be sent to them by explaining the viewpoint of the company.

### **10.2.7 TOOLS USED FOR COMMUNICATING WITH CONSUMERS:**

According to Mahatma Gandhi, customer is not a means of business but he is the purpose of business. He is not an intruder on our premises. He is our guest. The concepts of modern enterprise starts with customers, keeping in mind his needs, choices, preferences, taste, paying capacity, etc, and ends up with satisfying his needs to his utmost satisfaction. It includes existing customers as well as probable customers and future customers. PR is usually the most cost-effective means of promoting a product, but only if it is effectively planned, if it complements advertising and marketing campaigns.

For the vast, scattered customers media is the main tool to communicate. For the media coverage or meeting the customers through media news pages should not be used. Instead it should appear in feature pages. Time to time the improvements in the product or service whatever it may be should be publicized in the newspaper so that the customers are aware of the improvements.

For better customer service the company can invite suggestion and complaints from the customers. Even company can declare some awards for the accepted suggestions etc.

Some companies even observe customer's day. Customers are welcomed and their suggestions and grievances are recorded. Even otherwise their satisfaction, grievances etc are welcomed through mail from time to time.

### **10.3 SUMMARY:**

- Image building in the society, winning confidence of the investors, earning friendship of the media persons, gaining customers faith, cultivation belongingness among the employees, establishing cordiality among the pressure group and maintaining a clean image in the government circle are not a joke. One needs to have long records of performance. There is no talisman or there is no shortcut to achieve this overnight.
- The company establishes its credibility, image over a period of time. And communication works both as complimentary and supplementary to that. Yes, for a short time one can fool all. But not all the time one can fool all the people. Hence however good, efficient communication PR department can have it will not yield the desired result in the long run. A company who really cares for its employees gets favourable response from the employees.

Of course even if the company does some good work if it is not reported honestly then its publics may get a wrong picture.

- Real tools of Public Relations are not the conventional modes of communications like circulars, notices, press release, brochures, press conference, house journal, meetings, Annual days, opening days, press briefings etc but work, the incentives, employee welfare measures etc. The formers are only the supplementary, which takes the messages to the publics and strengthens the action.
- Transparency, in administration, honesty in communication, humanity in dealing, concern in transactions even credibility works as a talisman. So all these textbook tools are means to communicate but in real sense PR tool is something that the organization earns over a period of time and the conventional tools only supplement those efforts.

#### **10.4 KEY WORDS:**

**Credibility:** Credibility for organizations means winning confidence of the investors, earning friendship of the media persons, gaining customers faith, cultivation belongingness among the employees, establishing cordiality among the pressure group and maintaining a clean image in the government circle are not a joke. One needs to have long records of performance. There is no talisman or there is no shortcut to achieve this overnight. A company establishes its credibility, image over a period of time.

**Tools of PR:** Real tools of Public Relations are not the conventional modes of communications like circulars, notices, press release, brochures, press conference, house journal, meetings, Annual days, opening days, press briefings etc but work, the incentives, employee welfare measures etc. The formers are only the supplementary, which takes the messages to the publics and strengthens the action.

Transparency, in administration, honesty in communication, humanity in dealing, concern in transactions even credibility works as a talisman.

#### **10.5 SELF-ASSESSMENT QUESTIONS (SAQs):**

1. Write a detailed note on the tools used by PR personnel.
2. Write a brief note on the tools used by PR personnel for communicating with the internal public.
3. Write a brief note on the tools used by PR personnel for communicating with investors.
4. Write a brief note on the tools used by PR personnel for communicating with the media.



5. Write a brief note on the tools used by PR personnel for communicating with the community.
6. Write a brief note on the tools used by PR personnel for communicating with the government organizations.
7. Write a brief note on the tools used by PR personnel for communicating with the consumers.

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## **PUBLIC RELATIONS IN GOVERNMENT AND PRIVATE SECTORS**

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### **LESSON STRUCTURE:**

John Marston, professor of communication defined Public Relations in terms of its specific functions: R-A-C-E or *research, action, communication, and evaluation*. According to this definition, PR involves researching attitudes about a particular issue, identifying action programmes, communicating those programmes to the related people to gain understanding and acceptance, and evaluating the effect of the communication efforts on the public.

Another such definition was given by Public Relations Professor Sheila Clough Crifasi. This definition expands R-A-C-E into the five parts R-O-S-I-E formula (Research, Objectives, Strategies, Implementation, and Implementation). This definition covers a management approach and defines Public Relations as gathering information about a problem or issue through research, setting objectives on the basis of the information gathered, deciding strategies to achieve these objectives, implementing the strategies and finally evaluating the effects. And in different sectors, the PR practices are different.

In this lesson, we shall discuss about PR in different sectors. We shall discuss about PR in private sector and PR in public sector. Then we shall focus on PR in the Government sector. The lesson structure shall be as follows:

- 11.0 *Objectives*
- 11.1 *Introduction*
- 11.2 *Presentation of Content*
  - 11.2.1 *Public Relations- An Introduction*
  - 11.2.2 *Why Public Relations*
  - 11.2.3 *Roles of Public Relations*
  - 11.2.4 *Public Relations in Government*
  - 11.2.5 *Public Relations in Public Sector*
  - 11.2.6 *Public Relations in Private Sector*
- 11.3 *Summary*
- 11.4 *Key Words*
- 11.5 *Self-Assessment-Questions (SAQs)*
- 11.6 *References/Suggested Reading*

## 11.1 OBJECTIVES:

The objectives of this lesson are as follows:

- *To have an Introduction to Public Relations,*
- *To know about the Reasons Why PR is Used,*
- 11.0 *To know about the Roles of Public Relations,*
- 12.0 *To know more about Public Relations in Government,*
- *To know more about Public Relations in Private Sector, and*
- *To know more about Public Relations in Public Sector.*

## 11.1 INTRODUCTION:

In a world of increasing complexities, no one can exist in isolation. This is more so in case of organizations. To a great extent the success of organizations depends on relationships- with the consumers, employees, the government, suppliers, shareholders, the media and many such groups (publics). This is Public Relations. PR deals with building up relationships. So it is 'personal' in nature. Public Relations requires a lot of hard work. Thus it is 'practical'.

This way Public Relations hangs between two extremes of being personal and practical and tries to keep the organization ahead in the race for public acceptance. This is achieved by 'harmonizing' long-term relationships.

Public Relations achieves this by way of "90% hard work and 10% talking about it". Another way of seeing it is expanding the abbreviation PR as performance and reaching out to the people around. And as **Ivy Lee**, who pioneered the practice of modern day Public Relations, had said long back in 1967, Public Relations works as a *connecting link*.

## 11.2 PRESENTATION OF CONTENT:

Every type of industry and business requires Public Relations. The requirements differ in approach, practices, and the tactics and techniques. This is because the various publics that these organizations serve and are related to. The types of relationships shared between organizations of different kinds with their publics and the wants and needs of all parties involved determine the blend of Public Relations tactics, tools and techniques.

As the world's organizations - business, political, social or otherwise - become more interlinked, and technology makes communication nearly instantaneous, the role of Public Relations is becoming more important and more complex than ever. Understanding human institutions and the attitudes of their members has emerged as one of the greatest needs of our time. And this is where Public Relations plays a pivotal role.

In this lesson, we shall discuss about the following:

- *Public Relations practices in Government,*
- *Public Relations practices in Private Sector, and*
- *Public Relations practices in Public Sector.*

### **11.2.1 PUBLIC RELATIONS- AN INTRODUCTION:**

Denny Griswold gave a definition of PR that covers such a managerial approach. It says "Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a programme of action to earn public understanding and acceptance".

The Institute of Public Relations (of USA) defines PR as "the application (execution) of planned and sustained programmes of communication between an organization and those audiences essential to its success.

In 1975, the Foundation for Public Relations Research and Education conducted an extensive search for a universal definition of Public Relations. The study analyzed 472 different definitions and offered the following 88-word definition:

*"Public Relations is a distinctive management function which helps establish and maintain mutual lines of communications, understanding, acceptance, and cooperation 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 use research, and sound and ethical communication techniques as its principal tools".*

While this exhaustive single sentence definition describes all the aspects of Public Relations, two very brief and concise definitions provided by the 'Task Force on Stature and Role of Public Relations' constituted by the 'Public Relations Society of America (PRSA) also encompass all the functions of Public Relations:

"Public Relations helps an organization and its publics adopt mutually to each other".

"Public Relations is an organization's efforts to win the cooperation of groups of people (related directly or indirectly to the success of the organization)".

### **11.2.2 WHY PUBLIC RELATIONS:**

We have already discussed that no individual, institution, company or organization can function successfully in isolation. Success and failure depends largely on the relationship we share with

the people around us. Public Relations help build and maintain these long lasting and mutually benefiting relationships and helps the organizations and individuals grow further in stature.

Also successful organizations and individuals owe their success to the people associated with them. Thus they have a distinct responsibility towards their publics and an obligation to serve the public interest in the course of its business activities.

Another reason is the growing size and complexity of organizations. This results in differences between the organizations on one hand and their employees, customers or clients, their shareholders, suppliers, distributors, dealers, retailers, government departments and the general public. A sense of alienation develops among all these people related to organizations. These differences and this sense of alienation can lead to misunderstanding and conflicts. Public Relations looks out for such things and overcomes them with mutually beneficial programmes as well through sustained two way communication programmes.

This way Public Relations works as a nonpartisan binding force and as a productive practice.

### **11.2.3 ROLES OF PUBLIC RELATIONS:**

Professor Melvin Sharpe, an eminent PR educator, has put it very succinctly that the process of Public Relations boils down to a 'harmonizer' of long-term relationships among individuals and organizations in society. According to Professor Sharpe, there are five principles involved in the practice of PR:

- Honest communication for *credibility*.
- Openness and consistency of action for *confidence*.
- Fairness of action for *reciprocity* and *goodwill*.
- Continuous two-way communication *to prevent alienation and to build relationships*.
- Sustained research and evaluation to determine the actions and adjustments required for *social harmony*.

### **11.2.4 PUBLIC RELATIONS IN GOVERNMENT:**

Any government is a very large organization whose duties, functions and responsibilities have far more ramifications than business and other organizations. For any government to survive and thrive public support is a must. So governments employ Public Relations to establish and maintain communication channels for disseminating information about what it is doing, to know

what its various publics want and also to know how its publics are accepting its various plans, programmes and projects.

At its most rudimentary level, government Public Relations is information dissemination. But it has many dimensions like image enhancement, publicity and crisis management. The duties of government PR practitioners vary little from their counterparts in business. They write press releases and background papers, monitor the media, arrange press conferences, hold press briefings, produce documentaries, answer questions from reporters, and produce newsletters, house journals, and other publicity material. They also make their departments look good in the eyes of the public.

But there is a basic difference between PR in Government and in business. This is about *accountability*. The government being "*of the people, by the people and for the people*" has a greater responsibility and accountability to its publics. The govt. PR personnel cannot get away with a "no comment", unlike his counterpart in business. A business PR personnel is also accountable to a few publics like the shareholders who have invested money in the company.

Most governments have a number of departments involved in Public Relations activities. The problem with this is that no two departments do it alike. Each department is autonomous to a large extent in structure, budget etc. In the United States of America there are fourteen Cabinet departments and a number of independent agencies looking after PR activities of the U.S. Govt. These departments look after the Public Relations needs of the White House, the Congress and the federal departments and agencies.

In India we have more than a dozen organizations doing Public Relations for the central government. All these agencies came under the Ministry of Information and Broadcasting. These are:

- *All India Radio (AIR)*
- *Doordarshan*
- *Press Information Bureau (PIB)*
- *Directorate of Field Publicity (DFP)*
- *Directorate of Advertising and Visual Publicity (DAVP)*
- *Films Division.*
- *Publications Division*
- *Photo Division*
- *Research and Reference Division (RRD)*
- *National Documentation Center on Mass Communication.*

○ *Song and Drama Division*

The above-mentioned agencies or organizations are directly involved with the central government's PR activities. There are other organizations that are involved indirectly in such activities. These are:

- *National Film Development Corporation (NFDC)*
- *Directorate of Film Festivals.*
- *National Center for Films for Children and Young People (NC'YP).*
- *Central Board of Film Certification (CBFC)*
- *Registrar of Newspapers of India (RNI)*
- *Press Council of India.*

Other than these organizations the various ministries of the Central government have their own PR units. They work in close association with the central govt. organizations in delivering their duties.

The state governments on the other hand, have departments of Information and Public Relations headed by a minister doing PR and publicity.

The PR and publicity units of the Central and State Governments give out information on a regular basis on policies, plans and achievements. They also try to inform and educate the public on various legislations and bills. On the other hand, they collect the feedback by monitoring the media, conducting surveys on reactions - present and potential - to the actual and proposed policies.

The most important job that the PR units of the government do is press relations i.e. they disseminate news to the newspapers only. This is because the two major electronic media, AIR and Doordarshan, work as government mouthpieces. But the press in India is private. So PIB works as the clearinghouse of government information, DAVP gives governmental advertisements (the state IPR departments give advertisements for state government). Other units conduct exhibitions, seminars, press conferences and press visits etc. With the advent of private TV channels, the scope of media relations has broadened.

Earlier, there was a feeling that PR in government was unnecessary. This question hardly arises today. However, PR in government in India is still done in a traditional way and has to go a long way to achieve professional competence.

**11.2.5 PUBLIC RELATIONS IN PRIVATE SECTOR:**

Up to the early nineteenth century social and business relations were simple. All one had to do was produce goods and there was an eager market waiting to buy them. This was because both the society and business were much less complex in structure and character and competitiveness was minimal. All these changed following the Industrial Revolution in the West.

Technical advances, mass production, mushrooming of business organizations, changing expectations of the people and the increase in surplus expendable money have made the business scenario much more competitive and complex. The society has become more pluralistic and special interest groups have emerged as major forces. This emergence of a number of publics and their increasing importance have made Public Relations imperative to private businesses. Professional expertise in Public Relations is required to handle the many publics with their conflicting interests. Public Relations activities try to create goodwill and understanding and build up a favourable climate in which an organization can function smoothly. Another aspect of PR in private sectors is to see that the organization delivers its social obligations.

This way PR has grown into a company philosophy from a mere company function PR people are now involved in all aspects of the organization. There include:

- 1. Anticipating, analyzing and interpreting public opinion, attitudes and ideas which might affect for good or bad the operations and plans of the organization.*
- 2. Counseling management at all levels in the organization with regard to policy decisions, courses of action, and communication, taking into accounts their public ramifications and the organization's social responsibilities.*
- 3. Researching and evaluating, on a continuous basis, programmes of action and communication to achieve informed public understanding necessary to the success of an organizations aims.*
- 4. Planning and implementing the organization's efforts to influence or change public opinion.*
- 5. Setting objectives, planning, budgeting, recruiting and training staff, and developing other facilities.*

Public Relations in private sector organizations covers two aspects - internal PR and external PR. Internal PR is largely concerned with employees at all levels -top management, middle management, and workers. It concerns their welfare and growth, relationships, motivation, and problems in the organization. It concerns communications in all these aspects at various times and in various situations.



External PR is concerned with publics outside the organization such as media, shareholders, customers, suppliers, trade, civic and government bodies, and the community at large. It is used to build image and communicate messages that will correct, modify and improve the present image. The PRO works as the spokesman of the company at various fora and levels.

**CORPORATE IMAGE BUILDING:** The familiarity and reputation of its name are among the greatest assets of any organization. Everyone is influenced by reputation in choosing everything he buys and every association he makes. The prominence of the name of a company is taken as a sign of success. This is because reputation is not won without true accomplishment. The name, fame, reputation or simply the good 'image' of a company helps to sell goods, attract dealers, please the share holders and attract the best personnel.

Good corporate image can be built by adding another 'P' to the four P's of marketing (Product, Price, Place and Promotion). This fifth 'P' is *performance*. Because of good and sustained performance, Hindustan Lever has build up a good corporate image. It is still continuing as the leader in the toiletry field despite strong competition from Procter & Gamble and Nirma and others. Same in the case with Bajaj Auto, which is the reigning leader in the two-wheeler sector.

Good and positive corporate image for an organization can be achieved by using the concepts of 'creativity' and 'positioning'. But this should be solidly backed by good performance. And not for nothing PR is defined as "90% good work and 10% talking about it". PR should not be used for *white washing*. It should be used to present the performance of the company to its public highlighting all the good points.

'Creativity' in PR involves all those activities, which generate all round impact and visibility for the company. This is the reason why companies sponsor sports and other events. Tata's advertising depicting all the activities it has undertaken and finally saying that '*we also make steel*' is an example of creative corporate image building.

The second aspect is "positioning". As the saying goes you cannot win them all. So, one has to serve its target customers by positioning itself accordingly.

A positive corporate image cannot be built overnight. It takes years and years of good solid performance and their presentation in a creative way to win over the people's goodwill, confidence and loyalty. Once these are achieved, again the company has to work hard to sustain its position and the people's loyalty.

### 11.2.6 PUBLIC RELATIONS IN PUBLIC SECTOR:

Public Relations activities in the public sector falls somewhere between governmental PR and that of private sectors. Public sectors enjoy certain kind of autonomy but still they come under the direct supervision of the government being government undertakings. They enjoy a kind of a protected and privileged position as most of these organizations are into the core sectors where they enjoy monopoly. However, there is a lot of public accountability involved because all the money invested comes from the public exchequer.

The basic differences of PR in private and public sector are in formulation and implementation of policy decisions. In public sector organizations this issue is both complex and time taking as every policy decision is required to be approved by the concerned ministry or department.

Again with the recent opening up of the business environment and economic liberalization, private sector organizations have started giving stiff competition to the public sector ones. The public sector organizations have to fight it out in the market place. No longer they enjoy a privileged position.

Like in the private sector, PR in the public sector includes all the activities like employee relations, labour relations, and relation with the industry, relations with media, customers, retailers, dealers and the community in the immediate vicinity. They also hold daily meetings; monthly and annual conferences hold conferences for the media, bring out house journals, facilitate press visits and also try to build a positive image for the organization.

However, the PR departments of the public sector organizations do not perform all the duties on their own. The central government's media and publicity units help them. The respective ministries also highlight the activities of the organizations under their purview. The main objective of PR in public sector organizations is to build a favourable image. They have to put the message across that what they are doing is worthy and justified as large amounts of public money is involved. They need to be more convincing as there are no direct or immediate tangible benefits to the public at large.

### 11.3 SUMMARY:

- Public Relations tries to keep the organization ahead in the race for public acceptance. This is achieved by 'harmonizing' long-term relationships. Public Relations does this by way of "90% hard work and 10% talking about it". Another way of seeing it is expanding the abbreviation PR as *performance* and *reaching out to the people around*. And as *Ivy Lee*, who pioneered the practice of modern day Public Relations, had said long back in 1967, Public Relations works as a *connecting link*.

- As the world's organizations - business, political, social or otherwise - become more interlinked, and technology makes communication nearly instantaneous, the role of Public Relations is becoming more important and more complex than ever. Understanding human institutions and the attitudes of their members has emerged as one of the greatest needs of our time. And this is where Public Relations plays a pivotal role.
- Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a programme of action to earn public understanding and acceptance.
- Public Relations is a distinctive management function which helps establish and maintain mutual lines of communications, understanding, acceptance, and cooperation 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 use research, and sound and ethical communication techniques as its principal tools.
- One reality today is the growing size and complexity of organizations. This results in differences between the organizations on one hand and their employees, customers or clients, their shareholders, suppliers, distributors, dealers, retailers, government departments and the general public. A sense of alienation develops among all these people related to organizations. These differences and this sense of alienation can lead to misunderstanding and conflicts. Public Relations looks out for such things and overcomes them with mutually beneficial programmes as well through sustained two way communication programmes.
- Government Public Relations is generally about information dissemination. But it has many dimensions like image enhancement, publicity and crisis management. The duties of government PR practitioners vary little from their counterparts in business. They write press releases and background papers, monitor the media, arrange press conferences, hold press briefings, produce documentaries, answer questions from reporters, and produce newsletters, house journals, and other publicity material. They also make their departments look good in the eyes of the public.
- Public Relations for the central government is done by these agencies, that come under the Ministry of Information and Broadcasting: *All India Radio (AIR)*, *Doordarshan*, *Press Information Bureau (PIB)*, *Directorate of Field Publicity (DFP)*, *Directorate of Advertising and*

*Visual Publicity (DAVP), Films Division. Publications Division, Photo Division, Research and Reference Division (RRD), National Documentation Center on Mass Communication, and Song and Drama Division.*

- Public Relations activities in the public sector falls somewhere between governmental PR and that of private sectors. However, there is a lot of public accountability involved because all the money invested comes from the public exchequer.
- The familiarity and reputation of its name are among the greatest assets of any organization. The name, fame, reputation or simply the good 'image' of a company helps to sell goods, attract dealers, please the share holders and attract the best personnel.
- Public Relations in the private sector tries to create goodwill and understanding and build up a favourable climate in which an organization can function smoothly. Another aspect of PR in private sectors is to see that the organization delivers its social obligations.

#### **11.4 KEY WORDS:**

**Public Relations:** Public Relations tries to keep the organization ahead in the race for public acceptance. This is achieved by 'harmonizing' long-term relationships. Public Relations does this by way of "90% hard work and 10% talking about it". Another way of seeing it is expanding the abbreviation PR as *performance* and *reaching out to the people around*.

**Public Relations in Government:** Government Public Relations is generally about information dissemination. But it has many dimensions like image enhancement, publicity and crisis management. The duties of government PR practitioners vary little from their counterparts in business. They write press releases and background papers, monitor the media, arrange press conferences, hold press briefings, produce documentaries, answer questions from reporters, and produce newsletters, house journals, and other publicity material. They also make their departments look good in the eyes of the public.

**Public Relations in Private Sector:** Public Relations in the private sector tries to create goodwill and understanding and build up a favourable climate in which an organization can function smoothly. Another aspect of PR in private sectors is to see that the organization delivers its social obligations. This way PR has grown into a company philosophy from a mere company function PR people are now involved in all aspects of the organization.

**Corporate Image Building:** The familiarity and reputation of its name are among the greatest assets of any organization. Everyone is influenced by reputation in choosing everything he buys and every association he makes. The prominence of the name of a company is taken as a sign

of success. This is because reputation is not won without true accomplishment. The name, fame, reputation or simply the good 'image' of a company helps to sell goods, attract dealers, please the share holders and attract the best personnel.

**Public Relations in Public Sector:** Public Relations activities in the public sector falls somewhere between governmental PR and that of private sectors. Public sectors enjoy certain kind of autonomy but still they come under the direct supervision of the government being government undertakings. They enjoy a kind of a protected and privileged position as most of these organizations are into the core sectors where they enjoy monopoly. However, there is a lot of public accountability involved because all the money invested comes from the public exchequer.

### **11.5 SELF-ASSESSMENT QUESTIONS (SAQs):**

- Discuss the importance of PR in the Government sector.
- Discuss the importance of PR in the private sector.
- Discuss the importance of PR in the public sector.
- Differentiate and distinguish the PR in the Government and the private sectors.
- Differentiate and distinguish the PR in the public and the private sectors.

### **11.6 REFERENCES / SUGGESTED READINGS:**

- **Business Communication Today** Bovee); Pearson Education, Delhi, 2006
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- **The Practice of Public Relations** (Fraser P. Seitel)

**M. A. Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 12**

**BUSINESS COMMUNICATION-I**

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**LESSON STRUCTURE:**

Welcome to the world of business communication. This is the world where in addition to planning, decision-making, implementation etc, your day is filled with meetings, minutes, letters, memos, reports, presentations and negotiations. To be successful in business, as in other professions, no other ability will be more valuable to you than the ability to communicate effectively with other people and create a harmonious relationship.

Our success in a business career or other professions, whatever be the occupation, position or organization will depend greatly on our ability to communicate. And as we are promoted to higher levels, business communication skills become more important. This is what Peter Drucker, eminent authority on business and management has to say in his classic book *The Practice of Management*,

"As soon as you move one step from the bottom in the management hierarchy, your effectiveness depends on your ability to reach others through the spoken or written word. And the further away your job is from manual work, the larger the organization of which you are an employee, the more important it will be that you know how to convey your thoughts in writing and speaking. This ability to express oneself is perhaps the most important of the skills a person can possess."

In this lesson, we shall discuss about business communication. We shall discuss about meetings and presentations. Then we shall focus on letters as means of business communication. The lesson structure shall be as follows:

*12.0 Objectives*

*12.1 Introduction*

*12.2 Presentation of Content*

*12.2.1 Communication in Organizations*

12.2.2 *Meetings as Tool of Business Communication*

12.2.3 *Presentations as Tool of Business Communication*

12.2.4 *Letters as Tool of Business Communication*

12.3 *Summary*

12.4 *Key Words*

12.5 *Self-Assessment-Questions (SAQs)*

12.6 *References/Suggested Reading*

## **12.0 OBJECTIVES:**

The word communication, we know, is derived from the Latin word 'communis', meaning "commonness". So while communicating we try to establish commonness. This is achieved by sharing of information, attitudes, ideas and most importantly understanding.

Various scholars have propounded a large number of definitions of communication. A very simplified definition is '*communication is transfer of meaning*'. Dictionary meanings of communication includes such phrases like to impart information or knowledge, to make known, to impart or transmit, and to give or interchange thoughts, feelings, information etc. by writing and speaking.

Much of communication is intentional in nature. The basic objectives of communication are: *to inform (or to inquire); to persuade (or to manipulate, Influence); and to entertain*. And successful communication occurs when: *the message is received and understood; the message accomplishes its purpose; and the sender and the receiver of the message maintain a favourable relationship*.

The objectives of business communication are: *to create and maintain a harmonious ambience at work place and among employees, and to create and maintain a harmonious relationship with all possible publics*.

The objectives of this lesson are as follows:

- *To understand Communication in Organizations,*
- *To know about Meetings as Tool of Business Communication,*
- *To know about Presentations as Tool of Business Communication, and*
- *To know about Letters as Tool of Business Communication.*

## **12.1 INTRODUCTION:**

Business communication in organizations is of two types :INTERNAL i.e. within the organization and EXTERNAL communication that is directed outside the organization. Further the flow of communication could be: Downward, Upward, and Lateral

Downward communication is communication from superior to subordinates. The primary reason for such communication is to provide the employees with information about policies, proceedings, performance feedback, objectives, and goals.

Upward communication is mostly a means of feedback or suggestion given by the subordinates to the superior. Supervisors and managers thus get required information needed for decision-making. Often "Grievance Cells" and 'suggestion boxes' are used to get this kind of information.

Lateral communication, often known is 'horizontal' communication, is communication between or among people of equal status or ranks. This is used for exchange of information ad ideas, to solve problems, for coordination of projects. Among other means, the grapevine or the 'gossip channel' is used for intra-office lateral communication.

## **12.2 PRESENTATION OF CONTENT:**

For all the above-mentioned types of communication, a wide variety of tools are used. In this lesson, we shall discuss about some of these tools. The rest of the tools shall be discussed in another lesson. The content of this lesson shall be presented as follows:

- *Communication in Organizations*
- *Meetings as Tool of Business Communication*
- *Presentations as Tool of Business Communication*
- *Letters as Tool of Business Communication*

### **12.2.1 COMMUNICATION IN ORGANIZATIONS:**

In organizations, communication plays the role of the "link". It is often described as the very 'lifeblood' of an organization. All activities in an organization- from planning, decision-making to implementation- involves communication. Successful communication in an organization is a continuous process that settles disputes, gets new business, increases efficiency and generally contributes immensely towards the success of the organization.

Effective communication in a business organization involves, in addition to the human processes (reading, writing, listening, talking and thinking), a whole lot of machines. These include typewriters, computers, telephones, Dictaphones, duplicating machines, specialized



audio and video players and recorders, and other technical equipment like tele-conferencing and video-conferencing systems that form today's modern 'electronic office'.

Whatever the situation, whoever the people involved and whatever equipments are used, some basic principles of communication remains the same. These principles are:

- *Audience Analysis,*
- *Deciding the Topic or Subject,*
- *The Medium or Modes to be Used.*

At the very beginning one needs to understand who form the audience, what their needs and wants are. Also we should remember that while communication occurs at four levels i.e. intra-, inter-, group- and mass- levels, the approach of all communication should be 'one to one'. For example the approach of successful advertisements sound as if the reader or listener were being individually approached. This is called the YOU- approach. The 'you-approach' and an understanding of the audience (this helps in empathizing) contribute a lot to the success of any communication.

Deciding the topic or subject is very important aspect of the preparation for communication. Relevance is the key factor here. Information that could help in the “transfer of understanding” need to be collected, collated, and communicated.

The third consideration i.e. the modes and media are again numerous. The modes specific to business communication will now be discussed in detail.

From the informal intra-office communication network- otherwise known as the grapevine (gossip-channel)- to the most sophisticated video conferencing systems, there exists a large number of modes of organizational communication. These differ in the degree of formality, in being oral or written in nature, number of people involved, and technologies and equipment used. The most important modes of communication used by organizations are:

- *Meetings*
- *Presentations*
- *Letters*
- *Memos*
- *Minutes*
- *Reports*
- *Negotiations*

In this lesson, we shall discuss about *Meetings, Presentations, and Letters*. The rest of the tools shall be discussed in the next lesson.

### **12.2.2 MEETINGS AS TOOL OF BUSINESS COMMUNICATION:**

Business organizations are holding more meetings today than ever before. Some people like them and think they produce positive results. Some think they are a waste of time. Whatever people think about meetings, they are an important part of business management. Meetings are perhaps the best means of communication at the organizational level as different 'minds' meet during meetings and sharing of ideas yields positive results.

Basically there are three types of meetings:

- *Informative*
- *Consultative*
- *Executive (Decision making)*

Meetings can be purely informative, consultative, executive or a combination variety. Effective meetings evoke all relevant information which then become the basis for collective decision-making. There are different ways how decisions are made during meetings:

- *Sometimes one individual makes the decision and the other accept it.*
- *Sometimes a few members make the decision.*
- *When the members are divided they vote and the decision of the majority is accepted.*
- *Sometimes there are consensus decisions.*

People conducting meetings often fear about differences among the members. Disagreements are considered to be a problem. However, on the positive side, disagreements can be used for:

- *Gathering additional information*
- *Clarifying issues*
- *Forcing a group to seek better alternatives.*

### **CONDUCTING MEETINGS:**

We attend a variety of meetings, from time to time. These meetings vary in the range of formality- from the very formal committee meetings and conferences to the casual discussion with fellow workers. All meetings involve communication. And the success of meetings depends on the quality of communication.

Our role in meetings will be either as the leader or a participant. Both the roles are important to the success of the meeting.

The nature and formality of the meeting determine the way it should be conducted. Very formal meetings like committee meetings follow rigid procedures while less formal meetings need not be very rigid about procedures. However, for conducting effective meetings the following scheme of action is suggested.

*Plan the meeting:*

Top priority needs to be given to develop an *agenda* or the list of topics to be covered to achieve the goals of the meeting. The topics should be arranged in a logical way. The agenda should be made available to the participants before the meeting.

*Follow the plan:*

Following the plan item by item helps the meeting stay in the right track. Participants initiate often new items. However, the leader should either list them for discussion at the end or postpone them for future meetings.

*Move the discussion among:*

Often participants tend to concentrate a lot on specific items on the agenda. The leader should see to it that each item gets properly discussed. The leader has to show good judgement to avoid repetition, excessive details and useless comments and keep the meeting moving.

*Control those who talk too much:*

Often some participants try to show their efficiency by talking too much. This kind of dominating behavior needs to be handled by the leader while allowing democratic conduct of the meeting. The leader can handle such situations tactfully by asking the talkative participants to summarize and then moving on to the next topic.

*Summarize at appropriate places:*

After key items on the agenda have been discussed the leader has to summarize on what has been covered and concluded. This helps the participants understand what they have accomplished.

*Encourage those who talk little:*

While some people talk too much some talk too little. This way some good suggestions may not be coming forth. The leader needs to encourage such participants and ask for their views, suggestions, etc.

In addition to the above, the leader has the following special functions:

- Initiating the meeting
- Seeking information
- Giving information
- Coordinating
- Encouraging
- Seeing that everybody has a chance to speak
- Relieving tensions

Certain behaviors that are detrimental to meetings are:

- Attacking (verbally that is)*
- Disagreeing beyond reasons*
- Dominating*
- Withdrawing*
- Bringing in irrelevant personal interests*

#### **TECHNIQUES FOR PARTICIPATING IN A MEETING:**

As discussed above the leader has to do a lot for the smooth conduct of a meeting. What the participants have to do are listed below:

*Follow the plan (agenda):* The agenda is there to be followed. The participants should not bring up other items.

*Participate:* Participants can contribute meaningfully to the success of the meeting by getting involved. However, participating does not mean talking too much.

*Cooperate and be courteous:* By its very nature, a meeting requires the participants to cooperate. Meaningful contribution and respect for the leader & other participants help make the meeting a success.

#### **12.2.3 PRESENTATIONS AS TOOL OF BUSINESS COMMUNICATION:**

Presentations are an important part of any business. Sales persons make presentations to customers, managers make presentations to colleagues, subordinates, or superiors, and client-servicing people make presentation to clients. Presentations are made to share holders, Govt. Officials, etc. During presentations information, ideas, new products, policies and advertising messages are presented to a variety of people.

The main objective of presentation is often to win approval and acceptance. While there are different types of presentations, their success depends on the ability of the presenter to assemble and collect and put forward different aspects of the subject in order to persuade the audience. Whether it is a sales pitch, an advertising presentation, or any other presentation, the key to success is communication. Also the approach is different. The presentation has to be in the manner of an advocate rather than a lecturer.

Presentations occur in a wide variety of interpersonal, group, and public communication situations for accomplishing an equally wide variety of business & professional goals. These include:

- *To win approval or acceptance*

- To gather, disseminate, and exchange information
- To exercise influence over the organizational process.
- To create, change or modify individual or workshop identities.
- To provide entertainment.

#### **ELEMENTS OF A PRESENTATION:**

There are four major elements in a successful presentation.

*Planning:* Analyzing audience need and anticipating how the audience receives and processes your information.

*Preparation:* Preparing presentation material, visual aids etc.

*Delivering skills and techniques:* Verbal and non-verbal skills.

*Presenter's self-state:* How to build confidence, reduce tension, interact with audience, etc.

#### **PLANNING A PRESENTATION:**

Presentations are always made for a particular purpose to a special audience with in a particular situation or environment. So we need to have sufficient information about:

- *What the audience expects from the presentation?*
- *What are the objectives of the presentation?*
- *What are the limiting factors with which you have to make the presentation?*

Answer to the above questions can be found by doing:

- *Audience analysis*
- *Objective analysis*
- *Situation analysis*

**Audience analysis:** Marketing people often say that the customers are the king. During election voters are the kings. Similarly during presentations the audience members are very important. The success of the presentation depends on them to a great extent. So we need to know their expectations - needs and wants from the presentation and try to fulfill them.

We can collect both demographic (size, gender, age, positions, etc.) and psycho-graphic information (the mindset or socio-psychological data including their level of understanding, their attitude, the factors that motivate them, etc.) about the audience.

*Listening* - Presentation need to be interesting

*Understanding* - Presentation has to be simple & clear enough

*Believability* -Presentation has to be believable

*Action orientation* - Listening, understanding & believing lead to acceptance and internalization. The next logical step is 'action'.

**Objective analysis:** Presenters often expect 'respect' and 'appreciation' from the audience. A popular saying goes, 'Do unto others as you would want others to do unto you'. Similarly the presenter has to appreciate the fact that the audience is spending a lot of time (and sometimes even money) to listen to your presentation. You have to respect and fulfill their wishes and wants. Only then you can expect appreciation & respect from them.

Now that you know what the audience wants, it is time to decide what you want your presentation to achieve. Analyzing the goal and objectives of the presentation provides direction and control.

Clear-cut objectives help define the plan of action, like the structure of the presentation, it's meaning, giving it a proper shape. Specific goals of presentations can be to:

*-Persuade the audience to do something.*

*-Inform the audience to generate interest.*

*-Inspire the audience to affect its attitudes.*

**Analyzing the situation:** The situation is both the physical & psychological environment in which the presentation takes place. It also includes the cultural and social characters of the situation as shaped by the audiences' needs & goals.

As the economists and other social scientists have found, every situation has its strengths weakness, opportunities and threats [SWOT]. Accordingly, the presenter has to do a SWOT analysis for the physical, psychological aspects of the situation.

For the physical aspects, one can organize the seating arrangement; place the visual aids, lights, sound equipments, etc.

#### **PREPARATION:**

Preparation for a presentation includes collection of material and putting the material together in a proper format or structure.

Your own knowledge and experience will give you a nice beginning. But serious presentations require organized study and research. Libraries and discussion with experts are the best available sources for relevant information. Now days one can find a lot of information in the Internet also. One can find a whole lot of material if one is looking for something specific.

Once you have the material ready check for the following points:

*-Relevance*

*-Priority*

### *-Appropriateness*

The next step is to have an outline. You can choose from the chronological method, the logical (cause & effect) method or the need -plan (problem-solution) method for outlining your material. Outlining helps in organizing the material into a proper format. The usual format starts with the introduction, gives details in the body and finally ends with the conclusion.

**The Introduction:** 'Well begun is half done', so goes a popular saying. Getting a good introduction is a tough job. Let us see what the introduction is supposed to do:

- It introduces the topic*
- It gains and secures the audience attention.*
- It establishes goodwill with the audience.*
- It makes the presenter's objectives clear.*

Now let us see how one starts the presentation. Some of the suggested methods are:

*Thanking:* Thank the audience or organizers or both for the opportunity to make the presentation.

*Introducing the topic:* Now its time to get the audience's attention to the topic. The suggested methods are:

- Giving important statistics (if any)*
- Quotes of famous personalities*
- Analysis or comparisons*
- Humour or anecdotes etc.*
- Questions*

Something that you should not do during the introduction is:

- Don't apologize*
- Don't make the introduction lengthy and directionless*
- Don't offend the audience*
- Don't use irrelevant information and jokes.*

**The Body:** A general practice for good presentations is to give about 10 to 15 percentage of time each for the introduction & the conclusion that leaves as about 70 to 80 percentage of the time for the 'body'. Here the presenter usually does the following things:

- *Substantiating or supplementing the claims made during the introduction*
- *Explaining*
- *Elaborating*

- *Validating the points raised by arguments and counter arguments-Giving a lot of examples*
- *Drawing analogies or comparison*
- *Provide relevant information*

**The Conclusion:** The conclusion is the summary of the entire presentation. It restates the key points or themes that have been presented in detail in the body. The conclusion has the following purposes:

- *It emphasizes the key points*
- *It reinforces the themes so that the audience remembers it. It creates the last impression*
- *Its purpose is to lead to action.*

And it is always good to end the presentation with a call or request for action and a pleasant thank you.

#### **DELIVERY SKILLS AND TECHNIQUES:**

Many people think that delivery is just the method of giving any form of speech. Delivery is actually the complete process of speaking, the voice quality and the body language. Delivery or how the material is presented is as important as what is being presented. There are four methods of delivery:

- Reading from manuscripts*
- Memorization*
- Impromptu speaking*
- Extemporaneous speaking*

**Reading from Manuscripts:** When presenters read from detailed prepared text, it is called manuscript reading. Here the presenter makes no factual mistakes. This method, however, lacks spontaneity. The natural tendency of the presenter is to concentrate on the prepared text. So there is no or less eye contact with the audience. Also the gestures facial expressions are limited. This makes the presentation monotonous and boring. However with practice one can vary the pace of reading, use body language and improve the quality of voice to break the monotony.

Another method is to use Teleprompters, which enable presenters to look at the audience while reading. This method is used for news reading, reading highly sensitive (e.g. political) materials or technical messages.



**Memorization:** Sometimes the presenter memorizes the entire 'text' and delivers. This method makes the presenter look confident. However, there are risks of forgetting the text, looking expressionless and over rehearsed.

Memorization, however, is a good method for short presentation or for making introductions.

**Impromptu speaking:** This method includes making presentation and speeches without advance preparation. Here the presentation can be highly spontaneous or a very nervous one depending upon the presenter's knowledge and delivery skills.

The need in case of impromptu presentations is to keep it short and highly need based. Short and clear points fulfilling the audience's needs are the hallmarks of an effective impromptu presentation.

**Extemporaneous speaking:** When the presenter uses short notes during the presentation instead of detailed and exhaustive manuscripts the method is called extemporaneous speaking. The notes - often card sized - are used for reference only. As the presenter does not read out the entire text, it sounds spontaneous and conversational. Also there is no question of forgetting. It also enables the presenter to maintain eye contact, use gestures & facial movements along with variation of voice and tone. Also the presenter can get feedback for the audience by observing them.

#### **VERBAL SKILLS:**

There are a variety of verbal skills that help improve the quality of the presentation. These methods are:

*-Articulation and Pronunciation*

*-Voice quality*

**Pronunciation:** This is the formation of the proper sounds to create words while articulation is the clarity and distinctiveness of the vocal sounds. Both pronunciation and articulation lead to message clarity. Each word needs to be spoken clearly & distinctly.

**Voice quality (also known as Paralanguage):** This includes a variety of voice elements like Loudness is not shouting. It is the intensity of the voice.

**Pitch:** This is how high or low your voice sounds. Varying the pitch breaks the monotony of voice.

**Rate:** This is the pace or speed of speaking or reading. You can speed up when talking about familiar material and should slowdown while dealing with new & unfamiliar material and also while emphasizing.

**Pauses:** When used effectively, pauses add emphasis to the presentation. They can also dramatize situations

In addition to these verbal skills the presenter needs to have good command over the language and grammar. One suggestion often made about language is the KISS formula (keep it short and simple)

**NONVERBAL SKILLS:**

If you want to reach your audience in an emotional way (and not a mechanical way) then you should improve both your verbal and nonverbal skills. Nonverbal skills like eye contact, gestures and movements are very important as they convey the overall impression of the presenter's competency and credibility. The importance of nonverbal skills can be gauged from the research results that have revealed that only 35 percent of communication may be verbal in case of face-to-face situations.

Nonverbal skills are also known as body language and include the following elements.

**Eye contact:** Presenters who maintain eye contact with their audience are perceived as more open and confident. Audience members easily identify with such presenters. Also it helps you get the feedback how the audience members are receiving your message.

However avoid the tendency to dart your eyes back and forth or look above the listeners' heads.

**Gestures:** Gestures can describe, reinforce, they show that you are nervous or confident, bored or interested. Gestures can be both voluntary and involuntary. They often play a supporting role by supplementing the verbal message.

**Posture:** The way we stand and the way we walk (gait) shows if we are comfortable, confident or not. An erect posture will suggest confidence while a drooping posture would convey nervousness.

A good posture is the distribution of the body weight in one confident and poised manner. It involves standing erect without being stiff and comfortable without being limp.

**Movement:** Relaxed movements convey self-confidence. Awkward movements or holding the lecture stand tightly suggests being uncomfortable. Proper, natural movements convey the message that the presenter is involved & interested.

**Facial Expressions:** A smiling and friendly face encourages the audience. Natural and spontaneous faces convey a pleasant personality.

**Clothing and Appearance:** Our clothes and appearance communicate a lot about our personality. The key to good clothing is appropriateness. However, clothes and appearances are important only to the extent of creating a good first impression.

**PRESENTER'S SELF STATE:**

Many people are afraid of making presentations. The reason is 'stage fear' or a lack of confidence. The fear of failure and facing the audience creates tension and stress. Our palms sweat; our mouth becomes dry, very difficult job. If you are already feeling bad, here are a few facts about stage fear:

**Almost every one gets nervous:** All great orators feel nervous before they deliver their speech. They, however, know how to control fear.

**Tension can be a plus point:** Tension increases the flow of blood in our body. It also increases the amount of 'adrenalin' (the fight, flight and fright hormone). This helps us concentrate better and improve our performance.

**Tension is not apparent:** The presenter may be nervous and tense. But the audience does not know it. And if the audience does not know about it, then the presenter need not bother about it.

**Visualization helps:** Thinking about your success helps build confidence.

**The audience will not eat you:** The audience members are there to learn something. So they would want you to succeed, not fail. And looking at their expectant faces is always a big boost to one's confidence.

**Be prepared:** When you are prepared with your content and also have practiced your delivery, you do not feel nervous. A well-researched content and a few rehearsals help you to become a better presenter.

**VISUAL AIDS:**

From writing boards to flip charts and on to the most sophisticated electronic equipments, visual aids provide visual appeal, interest and most importantly clarity. They also help in reinforcing the message and better retention. There are a wide variety of visual aids available. These include:

*-Models*

*-Writing boards*

*-Flip charts (Pre-drawn charts that can be flipped)*

*-Posters*

*-Handouts (printed material for reference by audience)*

*-Overhead transparencies*

*-Slides*

*-Audio & videocassettes*

*-Projectors*

Visual aids leave a greater impact than the spoken words. They help in better understanding. They save the presenter from memorizing difficult information and also are also great time saving devices.

The main guidelines for preparing visual aids are:

*Size:* Large enough for all to see

*Simplicity:* Complex visual requires more explaining and often confuses the audience.

And finally you could be a good presenter if you care enough for the audience and have the patience to plan, the perseverance to achieve and the power to practice.

#### **12.2.4 LETTERS AS TOOL OF BUSINESS COMMUNICATION:**

Letters are one of the most important parts of business communication. These are usually written to persons outside the organization. So they almost carry the image of the organization and have the potential to create good will. Business letter usually require a high degree of formality (as opposed to personal letters). Also business letters often need to be detailed.

While there are quite a few varieties of business letters, they can be classified on the basis of the receiver's reaction. These are:

| REACTION                              | TYPE OF MESSAGE   |
|---------------------------------------|---|
| <i>Pleased</i>                        | <i>- "Yes" letters (letters of promotion, approval, admission, permission, award, etc.)</i> |
| <i>Displeased</i>                     | <i>- "No" letters (letters of denial, refusal, etc.)</i>                                    |
| <i>Neither Pleased nor Displeased</i> | <i>- Letters that call for information, action, etc.</i>                                    |

In case of "Yes" letters, one can:

- a) Put the good news first,
- b) Follow with the details and finally
- c) End on a pleasant note.

#### **Example:**

Dear Mr. xyz

(a) You have been selected for a two-month training programme in our Software Development Section.

(b) Because of your computer background, you should gain the necessary expertise soon enough.

Please report for the training on Monday, 14th of Oct. Your first assignment will be with Mr. B. Bhatia. He would help you familiarize with the procedure and introduce you to other personnel.

(c) Our team in the Software Development Section works hard, yet they enjoy the informal atmosphere. We welcome you to our group and want you to feel at home from the very beginning of your training.

Yours truly,  
PQR

In case of "no" letters, (a) put a neutral idea first, (b) then give the reasons, followed by the bad news in tactful terms and (c) end on a pleasant note.

Putting the bad news first closes the receiver's mind to reasons. So we need to give the reason before the bad news.

**Example:**

Dear xyz,

(a) As we promised last week, here is the letter about our two month training programme in Software Development.

(b) This programme is a highly advanced one and is designed for people with basic training in computers. Since you have very little exposure to computers, we could not accommodate you.

(c) We appreciate your interest in our programme. And we would be able to accommodate you in the future if you do a basic course in computer.

Yours  
PQR

**Example:**

Dear xyz

(a) I was delighted to receive your invitation to visit your institution. This would have given me an opportunity to interact with young minds.

(b) However, I am busy during the same period and also would be away for a few days. So I will not be able to come.

(c) It was really an honour to be invited by your university.

Yours truly,  
PQR

### **LETTERS CALLING FOR ACTION:**

These letters require a different format from the 'yes' & 'no' letters. These letters follow the purpose, position, reasons and action (PPRA) framework.

*First paragraph (PURPOSE):*

State purpose of letters

Identify yourself.

Show your connection with the subject.

*Second paragraph (POSITION):*

State your position.

Summarize your opinion on the matter.

In case of programmes or events, describe the position.

*Third paragraph (REASONS):*

Give your arguments

If there are many points use paragraphs for individual points.

*Fourth Paragraph (ACTION):*

Give the action, mention the changes you suggest or improvements you want.

Business letters are written to maintain relationships, to provide information, to persuade the recipient to do something. The letter could induce cooperation or resistance depending on the content or the style of writing.

Things to remember while writing business letters are: "facts speak loudest", and "emotional outbursts are self-defeating". One has to present criticism in a constructive manner, preferably suggesting a better alternative.

It must also be remembered that letters convey not only through the words but also through the tone. Also the layout, the length of sentences, paragraphs should be simple and short.

After you have finished, go through the letter again checking for tone, clarity, and adequacy of content.

### 12.3 SUMMARY:

- As soon as you move one step from the bottom in the management hierarchy, your effectiveness depends on your ability to reach others through the spoken or written word. And the further away your job is from manual work, the larger the organization of which you are an employee, the more important it will be that you know how to convey your thoughts in writing and speaking. This ability to express oneself is perhaps the most important of the skills a person can possess.
- Much of communication is intentional in nature. The basic objectives of communication are: *to inform (or to inquire); to persuade (or to manipulate, Influence); and to entertain.* And successful communication occurs when: *the message is received and understood; the message accomplishes its purpose; and the sender and the receiver of the message maintain a favourable relationship.*
- The objectives of business communication are: *to create and maintain a harmonious ambience at work place and among employees, and to create and maintain a harmonious relationship with all possible publics.*
- From the informal intra-office communication network- otherwise known as the grapevine (gossip-channel)- to the most sophisticated video conferencing systems, there exists a large number of modes of organizational communication. These differ in the degree of formality, in being oral or written in nature, number of people involved, and technologies and equipment used. The most important modes of communication used by organizations are: *Meetings, Presentations, Letters, Memos, Minutes, Reports, and Negotiations.*
- Downward communication is communication from superior to subordinates. The primary reason for such communication is to provide the employees with information about policies, proceedings, performance feedback, objectives, and goals.
- Upward communication is mostly a means of feedback or suggestion given by the subordinates to the superior. Supervisors and managers thus get required information needed for decision-making. Often "Grievance Cells" and 'suggestion boxes' are used to get this kind of information.
- Lateral communication, often known as 'horizontal' communication, is communication between or among people of equal status or ranks. This is used for exchange of information

ad ideas, to solve problems, for coordination of projects. Among other means, the grapevine or the 'gossip channel' is used for intra-office lateral communication.

#### **12.4 KEY WORDS:**

**Objectives of communication:** Much of communication is intentional in nature. The basic objectives of communication are: *to inform (or to inquire); to persuade (or to manipulate, Influence); and to entertain.* And successful communication occurs when: *the message is received and understood; the message accomplishes its purpose; and the sender and the receiver of the message maintain a favourable relationship.*

**Objectives of business communication:** The objectives of business communication are: *to create and maintain a harmonious ambience at work place and among employees, and to create and maintain a harmonious relationship with all possible publics.*

**Tools of business communication:** The most important modes of communication used by organizations are: *Meetings, Presentations, Letters, Memos, Minutes, Reports, and Negotiations.*

**Downward communication:** Downward communication is communication from superior to subordinates. The primary reason for such communication is to provide the employees with information about policies, proceedings, performance feedback, objectives, and goals.

**Upward communication:** Upward communication is mostly a means of feedback or suggestion given by the subordinates to the superior. Supervisors and managers thus get required information needed for decision-making. Often "Grievance Cells" and 'suggestion boxes' are used to get this kind of information.

**Lateral communication:** Lateral communication, often known is 'horizontal' communication, is communication between or among people of equal status or ranks. This is used for exchange of information ad ideas, to solve problems, for coordination of projects. Among other means, the grapevine or the 'gossip channel' is used for intra-office lateral communication.

#### **12.5 SELF-ASSESSMENT QUESTIONS (SAQs):**

- 13.0 Discuss the importance of business communication.
- 14.0 Discuss the importance of meetings.
- 15.0 Discuss the importance of presentations.
- 16.0 Discuss the importance of letters.



## 12.6 REFERENCES / SUGGESTED READINGS:

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**M. A. Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 13**

**BUSINESS COMMUNICATION-II**

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**LESSON STRUCTURE:**

In this lesson, we shall discuss about media relations. We shall discuss about press conferences, press tours, etc. Then we shall focus on press releases. The lesson structure shall be as follows:

*13.0 Objectives*

*13.1 Introduction*

*13.2 Presentation of Content*

*13.2.1 Memos as Tool of Business Communication*

*13.2.2 Minutes as Tool of Business Communication*

*13.2.3 Reports as Tool of Business Communication*

*13.2.4 Negotiation*

*13.3 Summary*

*13.4 Key Words*

*13.5 Self-Assessment-Questions (SAQs)*

*13.6 References/Suggested Reading*

**13.0 OBJECTIVES:**

The objectives of this lesson are as follows:

- *To know about Memos as Tool of Business Communication,*
- *To know about Minutes as Tool of Business Communication,*
- *To know about Reports as Tool of Business Communication, and*
- *To know about Negotiation.*

### **13.1 INTRODUCTION:**

Communication, like in case of daily life, is integral to business and other professions. We spend considerable time in speaking, writing, reading, listening or thinking. At a personal level, we communicate with family members, friends, associates. When we are alone, we communicate with ourselves. Also we think when alone. This sharpens our memory and our reasoning power. At the organizational level, we do a lot of reading, writing, talking and listening. Our relationships with our superiors and subordinates as also with our peers depend on how we communicate. Good communication skills get us good jobs and also bring promotions.

So far we have discussed about some aspects of business communication like meetings, presentations, letters etc. Let us discuss the rest of the elements of Business Communication now.

### **13.2 PRESENTATION OF CONTENT:**

The content of this lesson shall be presented as follows:

- *Memos as Tool of Business Communication*
- *Minutes as Tool of Business Communication*
- *Reports as Tool of Business Communication*
- *Negotiation*

#### **13.2.1 MEMOS AS TOOL OF BUSINESS COMMUNICATION:**

Memos or memorandums are written messages exchanged by employees within an organization for passing information, instructions, suggestions etc. Memos inform, confirm, make decisions a matter of record, briefly and precisely transmit information which otherwise might be confused or forgotten.

*MEMOS AND LETTERS COMPARED:* Memos differ from letters in more than just being intra-office communication devices. They are generally less formal - both in content and format. As they are addressed to colleagues, they often contain jargons or technical language that might not be understood by laymen. Memos are often sent to multiple readers as in case of the ones originating from the boss and meant for all the employees. Also memos are less detailed than letters.

**HOW TO WRITE MEMOS:** Indicate the subject, date, name of sender and receiver(s).

- Discuss only one subject.
- Be brief

- In case of problem situations, list out all the possible options and indicate the option you suggest or recommend.

*FORMAT OF MEMOS:* Most organizations have printed stationary per memos. These usually have the headings TO, FROM, SUBJECT, DATE printed on them, In case there is no printed format, orders usually type their headings. Some organizations also use additional headings like DEPARTMENT, LOCATION, COPIES, etc.

**Example: 1**

From \_\_\_\_\_ Date \_\_\_\_\_  
To \_\_\_\_\_  
Subject \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Example: 2**

ABC Company  
MEMO  
To \_\_\_\_\_  
From \_\_\_\_\_  
Subject \_\_\_\_\_  
Date \_\_\_\_\_

**Example: 3**

To: All readers  
From: M. R. Patra  
Date: 30.06.99  
Subject: Memorandums

The following suggestions will help you plan prepare memo.

SPACING: Memos may be single spaced or double-spaced.

PARAGRAPHS: Paragraphs should be fairly short as in letters. paragraphs are hard to read.

MARGINS: Leave at least one-inch margin on all sides.

**SIDE HEADINGS:** While there are many varieties of side headings, the all-capital variety used here is easy to read. It immediately tells the reader about the content in the following section.

**PAGE 2**

Memorandum continued.

Dated: 30.06.98

**SECOND PAGE IDENTIFICATION:** The second page should be subject. The order may be as above - subjects, page number, and date.

**SIGNATURE:** No signature is required although some people sign the memos. A signature usually adds a friendly, personal touch.

**TITLE:** The writer of the memo adds his or her title (position) only when the readers do not know it. However, Mr., Mrs., Miss. etc are avoided in memos.

**NEATNESS:** As in all written communication, a neat and attractive appearance is psychologically conducive to the acceptance of ideas.

**Example: 4**

To: All readers

Date: 30.06.99

From: M.R.Patra

Subject: ARRANGEMENT OF MEMOS

Please use single space in all memos. -----> (REQUEST)

Single spaced memos save space and time.

Extra pages increase copying, filing and handling time and cost. (EXPLANATION)

Your work would now look good. -----> (GOOD WILL)

**Example: 5**

30 June 1999

All readers

**DIFFERENT MEMO FORMAT**

It is not always necessary to follow the standard formats. You can have your own format.

Here the headings - To, From, Date, Subject etc. - are not used. The senders name can be given at the bottom. The date, subject and the person to whom it is directed are mentioned at the top without using the subheads.

You may or may not use side headings.

You are free to do your own thing, as memo is a mostly personal communication mode.

#### **CHECKLIST FOR WRITING MEMO:**

After preparing the initial draft of the memo, check for the following:

- Is the content of the memo courteous?
- Does the memo have the appropriate time and date?
- Is the content clear & complete?
- Are the actions desired clearly outlined?
- Does the message identify the benefit of complying with the writers request or query?
- Is the message brief and concise enough?
- Are the sentences & paragraphs of appropriate length?
- Does the message contain sufficient details?
- And finally check the final draft for format, grammar, punctuation and spelling.

#### **Types of memos:**

- Request memos
- Inquiry memos
- Response memos
- Policy memos (Directives)
- Bad news memos

**THE 'YOU' ATTITUDE AND POSITIVE APPROACH:** Many business people think that memos are only factual in nature and they should be brief and to the point. While this is true, it requires only little time and effort to turn an average, factual memo into a positive, motivational communication. The 'You-attitude' helps the readers understand and accept the message more easily.

#### **13.2.2 MINUTES AS TOOL OF BUSINESS COMMUNICATION:**

Meeting are held quite frequently in organizations and many topics are discussed, information exchanged and decisions are made. There is a need to record the proceedings of meetings. And Minutes are a written record of important discussion and actions taken at meetings.

Because of the necessity and importance of accurate record of meetings, the job of preparing minutes is assigned a responsible person. The recorder takes brief but exact summaries of discussion & actions. Only 'motions' are required to be taken in full.

*ELEMENTS OF A MINUTE:* Written minutes should contain the following:

- Date, time and place of the meeting
- Type of meeting
- Presiding officer (Name and designation)
- Members present (Name and designation)
- Approval or correction of the minute of previous meeting
- Report of individuals or committees
- Action on unfinished business from previous meeting
- Transaction of new business
- Appointment of committees
- Adjournment

In case of 'motions' taking place during meetings, the following should be recorded:

- The name of the person making the motion
- The exact wording of the motion,
- The name of the person seconding the motion.
- The result of the voting

Usually reports are presented in the minute in the summarized form. Some important reports, including the treasurers' report, are attached to the minute.

*ROUGH DRAFT:* The recorder should write down the rough draft immediately after the meeting when the discussions, events & actions are still fresh in his or her mind. While there is no fixed format for minutes, writers often use side headings to identify the various sections of the minute.

This rough draft is then submitted to the presiding officer and the people who made reports for approval.

*THE FINAL MINUTE:* Once the rough draft is approved or corrected, the recorder prepares the final draft. Usually durable paper is used for writing or typing minutes. Also some organizations use special coloured papers for minutes.

The content details, names dates etc. need to be checked along with grammar, punctuation etc. Usually past tense is used for writing minutes.

*FILING OF MINUTES:* As minutes are important documents, organizations preserve them in the file format. Some organizations have what is called 'minutes books'. Some organizations also have an indexing system for filling minutes.

**Format 1:**

*XYZ Company*

*Minutes of meeting of 30th June 1999*

Place: Conference room

Time: 5.30 pm

Presiding officer: P Q R Sinha

Members present: ABC Mittal

IJK Bardhan

Approval of minutes of last meeting: The minutes of the meeting of 01 June were read and approved.

Treasurer's report: The treasurer reported that the funds were up by 2.5 lacs. Report accepted.

Report of committees: The membership committee reported that 270 new members had been enrolled. Report accepted with applause.

Pending business from previous meeting: None

New Business: The chairman suggested a publicity drive. A committee with ABC Mittal and MNO Shastri was formed to finalize a plan of action complete with a budget.

Time of next meeting: The next meeting will be held on 1st August in the usual place.

Adjournment: The meeting was adjourned at 6.45 pm

(ABC Mittal) Secretary

**FORMAT-2**

**ABC Company**

*Minutes of meeting on 30.06.1999*

*Meeting no: 13*



*Time:* 5.30 pm

*Date:* 30.06.98

*Place:* Conference Hall

*Chaired by:* ABC Mittal

*Members present:*

P.K. Sharma (Secretary):

DE Bardhan

MM Pati

RK Bandha

*Members absent:*

S.P. Sulvi

P.S Handa

*Item:*

1. Meeting called to order at 5.30 pm by chairman
2. Minutes of last meeting read and accepted
3. Treasurer's report:

|                             |           |
|-----------------------------|-----------|
| Earlier balance:            | 8.3 lacs  |
| Expenditure for this month: | 8.5 lacs  |
| Funds raised:               | 7.5 lacs  |
| Present Balance:            | 12.3 lacs |
4. New membership committee: Headed by MM Pati
5. Next meeting to be held on 01 August: All members to be present.
6. Meeting adjourned at 6.45 pm

**P.K. Sharma, Secretary**

### **13.2.3 REPORTS AS TOOL OF BUSINESS COMMUNICATION:**

A report is a written statement of the facts of a situation, project, study, process, or test. It includes information about how these facts were collected and ascertained, their significance, the conclusions that have been drawn from the facts. When required, recommendation is also given.

*NECESSITY OF REPORTS:* Today we are living in the age of information. Information are key to all management function like decision making & control. From assessing a situation to conducting studies and doing projects require writing of reports. Reports are needed to:

- Record work done
- Assess a situation
- Test the validity of information
- Create new information & ideas
- Provide means of cross-fertilization of ideas
- Indicate course of action to be taken as a result of work done
- Keep others- especially management- informed of work done and progress made.
- Persuade readers to take action.

Reports are, however, mistakenly thought to be the only way of presenting information. Notes, memos, charts, etc. are quicker ways of presenting information and are easy to understand.

*CHARACTERISTICS OF BUSINESS REPORTS:* Business reports take many different forms. A business report, by nature, is a compilation of organized information on a specific topic that is provided to one or more people inside or outside the organization who will use it for a specific business purpose. Like all reports, business reports present verifiable data. Reports include the journalistic fundamentals of who, what, where, why, and how.

While the purpose of all business reports is to inform or persuade, there are seven characteristics of reports. These are length, degree of formality, mode of distribution, frequency of submission, format, use of visual aids and method of assignment.

**Length:** Reports vary in length from one or two pages to hundreds of pages. Short reports are often in the memo format while long reports are detailed documents that focus on and analyze complex issues and problems.

**Degree of formality:** Reports can be formal and informal. Informal business reports are mostly short, written in shorter time frames and cover less complex, day-to-day topics. These are written in a relaxed and informal style. Formal business reports are usually long, cover extensive research findings and always use formal language.

**Distribution:** The mode of distribution or circulation could be to just one person, to many people within the organization (internal reports) or to people outside (external reports). External reports are sent to customers, suppliers, consultant, financiers, and government officials and are always formal in nature.

*FREQUENCY OF SUBMISSION:* One-time reports deal with specific issues. Periodic reports, on the other hand, are issued weekly, monthly, quarterly or annual or according to an established schedule.

*FORMAT:* Many reports follow specific formats that can be completed by simply filling the blanks on standardized forms. These are called 'form' reports and narrative, detailed writing is not required for them. Inventory-control reports are best examples of 'form reports' as are most daily reports.

Narrative reports don't have any standard format. The writer is free to choose any format that is suitable for the report.

*USE OF VISUAL AIDS:* Short, informal reports don't use visual aids. These are mostly used by long, narrative reports. Visual aids range for simple tables, charts and graphs to complex computer generated graphics.

Visual aids can be extremely effective to summaries, compare or emphasize important information.

*METHOD OF ASSIGNMENT:* Reports may be self-initiated or assigned. Again reports can be assigned specifically for one time use or on a periodic basis.

*TYPES OF BUSINESS REPORTS:* Business reports can be of many types depending upon the purpose:

| Type:                   | Purpose   |
|-------------------------|---|
| <i>Informative:</i>     | Presents, explains, and interprets historical (background) and new information  |
| <i>Study:</i>           | Focuses on a problem and provides alternative solutions. Includes analysis and recommendations                                    |
| <i>Expert:</i>          | Interprets and evaluates information and suggests solutions (Analytical) from an expert's perspective.                            |
| <i>Status:</i>          | Provides updates of a current situation, status of plan or project and recommends solutions to potential problems.                |
| <i>Recommendations:</i> | Suggests a new procedure or polity, changing responsibilities, or different budget allocation to improve productivity or profits. |

*STEPS IN REPORT PREPARATION:* Any report usually looks for answers to a few questions or problems. The report writer needs to state the problem as specifically, clearly and succinctly as possible. There are three ways of determining or identifying the problems or purpose of the report. These are

- By making a statement
- Posing a question, and
- Through an infinitive phrase.

### **Examples:**

#### *Statements:*

- The causes of employee satisfaction will be investigated as a means of increasing profitability of ABC company.
- The feasibility of installing a word processing system will be investigated as a means of reducing operating costs of XYZ Limited.

#### *Question:*

- Will investigating the causes of employee satisfaction help ABC Company increase its profitability?
- Will the installation of a word processing system help reduce the operating costs of XYZ Limited?

#### *Infinitive Phrase:*

- To identify the causes of employee satisfaction to increase profitability of ABC company.
- To investigate the feasibility of installing a word processing system to reduce the operating costs of XYZ Limited.

In the above examples both the problem & solution (purposes) of the report have been identified.

The report problems have to be very clear & precise. Otherwise providing solutions to them could be a difficult job. Suggestions for formulating report problems are:

- Review and analyze all available information
- Conduct a preliminary investigation

**IDENTIFYING READER (S):** An identified target or audience helps in focusing properly during the report preparation. You could know how much information is appropriate, what type of information is appropriate. Knowing the target audience also provides clue about the style & language of report writing.

**LIMITING THE TOPIC (SCOPE):** This step involves setting the boundaries of the topic. This identifies which areas to be covered and to what extent. One can limit the topic in several ways:  
Functional area: Marketing, Sales, Production, Promotion, etc.

Time period: 1950's, 1960's or 1971-1990 etc.

Geographic area: South, East, North, West, and Central, etc.

Product wise: Chemicals, Clothing, and Cosmetics, etc.

Problem wise: Lack of communication, Decreased production, Increased cost, etc.

By characteristics: Size, Weight, uses and other specifications

*DEVELOPING AN OUTLINE:* Once the problems are finalized, the audience is identified and the scope finalized, the next step is to make an outline of the report. This is a plan of action, which helps the report writer stick to the right path so that only the relevant information is included. The organizational arrangement of the report could be:

*Inductive:* This kind of report moves from the known to the unknown i.e. from the specific to the general. Here the arrangement is introduction, presentation of data and facts and analysis followed by summary, conclusion and recommendations. Most formal reports follow the arrangement.

*Deductive arrangement:* Here the report moves in the direction opposite to inductive arrangement i.e. from the unknown to the known or from the general to the specific. Thus the summary, conclusions and recommendations are presented first followed by the facts and analysis. This arrangement is used for informal reports and is useful for people who want only summarized information.

*Chronological arrangement:* This format arranges contents in the chronological manner i.e. from past to present, present to past (reverse chronological) or present to future. This arrangement is suitable for reports having historical significance.

*DETERMINING APPROPRIATE METHODS OF DATA COLLECTION:* The significance and value of a report depends greatly on the information contained in it. So the appropriate methods of collecting information gain significance. The various methods of data collection are not suitable for all situations.

The report writer should consider the following points before choosing the methods:

*-Intended uses of the report*

*-Nature of the topic*

*-Availability of information*

*-Financial and time constraints*

*-Ability of the report reader to understand the collection method.*

*-Ability of report writer to employ the various methods.*

Data collection methods are usually categorized into two types - primary and secondary.

*Primary data collection methods:*

- Observation
- Interview
- Questionnaire
- Surveys
- Company records (if any)

Secondary data collection methods: These are basically printed sources of information and include:

- Books
- Magazines, journals & other periodicals
- Abstracts
- Other printed sources like reports, handbooks, directories, manuals, yearbook, encyclopedia, computer database, etc.

While collecting information, the report writer is required to use a systematic means of note taking. Some people use index and bibliography cards, some use hand written notes, photocopying etc. All the notes are indexed for easy of finding.

*CATEGORISING DATA:* All the information collected is then categorized. This involves organizing the data in relevant categories that give significant meaning to the data.

*TABULATING DATA:* After appropriate categories have been finalized, the next step is to tabulate. Small amount of data can be handled manually. Large amounts of information require 'coding' and mechanical means of tabulation like the computer.

Statistical treatment of data is sometimes required. In such cases, the 'mean' (average of all numbers), 'mode' (the most frequently occurring number) and 'median' (the number in the middle of the series when arranged in a descending or ascending manner) are required to be calculated. Other statistical methods include the pie-chart, chi-square test, T-test, etc.

*EVALUATION OF INFORMATION:* Before starting interpretation, the information needs to be evaluated for the following:

- Validity
- Reliability
- Accuracy and current ness.

*INTERPRETATION OF DATA:* The next step is analyzing the data to assign meaning to it. This requires clear thought, a critical viewpoint and a judicial attitude. Here one has to avoid

misleading and exaggerated information, faulty causes & effect relationships, personal & other bias etc.

Interpretation involves pointing out the relationships, consistencies, inconsistencies, similarities and differences in the data. From these the report writer draws the conclusions. Conclusions are the logical answers or results of the problem posed in the report.

*SUGGESTIONS AND RECOMMENDATIONS:* The final step is to suggest specific actions or alternatives. There is a logical link between information and recommendation. Information or facts support interpretations, interpretations support conclusions and conclusions support recommendations.

*SUMMARY:* One of the most neglected aspects of report writing is the summary. Being totally involved with the detailed report one often forgets to provide a brief summary to the reader. All readers might not be interested in all the details. For such reader, a brief summary should be included either at the beginning or at the end.

The summary provides an insight into the report. After reading the summary, the reader would read the report with an informed mind.

*APPENDIX:* This is a means of providing details on specific topics. Appendices are usually given at the end of the report. The material provided in the appendices usually is supportive to the main theme. These include:

- Statistical tables
- Detailed results of experiments.
- Summaries of results obtained by others
- Charts, maps, graphics and diagrams

*BIBLIOGRAPHY:* For people interested in getting further information regarding specific topics covered in the report can look for the books & other printed material referred by the report writer at end of the report listed under the heading 'bibliography'. This also shows the extent of coverage on part of the report writer.

*REPORT WRITING:* Now comes perhaps the most difficult part -the writing phase. People are often concerned about how to write. But now that we know what to write, let us discuss the 'how' part.

But before that let us see what parts does a business report has. The parts of a formal business report are:

*Preliminary Parts:*

- Title page

- Table of contents.
- List of illustrations (if any)
- Abstract (Synopsis or summary)

*Body Parts:*

(a) *Introduction*

- Background of the report
- Statement of problem and purpose
- Scope
- Methodology
- Limitations
- Historical background (Through literature study)
- Report organization (content chart)

(b) *Text*

- Detailed background of topic
- Detailed categorization
- Detailed tables
- Detailed analysis & interpretation

*End part:*

- Conclusions
- Recommendations
- Summary (if not given before)

*Appendiced parts:*

- Appendices
- Bibliography

So you are ready to start writing. If you want a one word 'mantra' then it is "simplicity". For effective writing there is no better tool than this mantra. Some people call it the KISS rule (Keep It Simple and Short). If you want more, here they are -the cannons of good writing - clarity, correctness, comprehensibility, conciseness, correctness, consistency, and completeness.

Whether you follow the one word mantra of 'simplicity' or the seven cannons of writing, your report would be able to convey the message effectively. Here the key to success is to write a rough draft first. This needs to be checked for the above-mentioned 'cannons' and of course for grammar, spelling, punctuation etc. Then a final draft can be prepared.



*VISUAL AIDS IN REPORTS:* A picture is worth a thousand words and so are visual aids. They save the report writer the trouble of doing a lot of detailed explaining. Among other functions of visual aids are:

- Playing a supportive or supplementary role to the text
- Pinpoint essential facts
- Highlight statistical relationship like trends, distributions etc.

Also these aids add visual appeal and most importantly they help the reader to a quicker understanding. The various visual aids are:

- o Tables
- o Charts (Pie-charts, Bar charts, Pictorial charts, Flow charts, etc.)
- o Maps
- o Graphs
- o Drawings and photographs

*INTEGRATION OF TEXT AND VISUALS:* Communication becomes complete when the text and visuals are integrated. The text 'tells' and the visuals 'show'. Writing text to support the visuals or finding visuals to support the text can achieve the integration. Also placement of visuals plays an important role in integration.

#### **13.2.4 NEGOTIATION:**

The world today has become increasingly complex. And there is cut throat competition. This often results in conflicts. To resolve these conflicts we need to negotiate. Simply put, negotiation means finding solutions to conflicts. Negotiation has been defined as follows:

- o Confirming with another (conflicting party) so as to arrive at a settlement over some issue.
- o Process of 'give or take' in which both parties (in conflict) try to leave the bargaining table with what they perceive as a "good deal"

So negotiation involves "bargaining" and "settlement", a perceived good deal or mutual of benefit. Negotiations are often highly delicate in nature. These require balancing conflicting emotions. So experienced people handle negotiations. This is because negotiating skills - both style and tactics - develop with experience.

However, there is a basic structure to most negotiations. This involves common sense and communication skills. The key elements in the process of negotiating include.

*KNOW YOUR OBJECTIVES BEFORE:* This involves deciding what you want from the negotiation and working out a strategy for getting it. The strategy works like a guide and helps you reach the goal smoothly. Be concise, direct, and unemotional as you tell the other party what you want. This is important because the other party should not read your mind.

*LISTEN:* Listening involves paying attention both to the words (facts) and to the meanings communicated through everything from 'tone' to body language. This helps in getting a fairly good idea about what is not being said.

*THINK:* When other party is not saying anything, be silent. Silence not only pressures the other person to talk, but it also gives you time to think. During negotiation, like in other such situations, people think of silence as a void or emptiness and try to fill that by talking. You should use this natural tendency of people by waiting for others to speak.

*DEFINE AREAS OF AGREEMENT & DISAGREEMENT:* The objective of negotiation is not to argue or fight. So if you list the areas of agreement and disagreement, then you can pursue the positive. This way you establish common grounds and win the other party's good will.

*CONCEDE A POINT OR TWO:* Like in the game of chess you would sacrifice a pawn for trapping the king, during negotiations you should concede a point or two for bigger gains. At the least, this shows you are positive. Always make clear that you are making a sacrifice. This sets the stage for the other side to respond similarly. However, resist the temptation to concede too much just to get the deal. Instead, suggest another meeting. This would provide time to both parties to think.

Points to remember about negotiating are:

- People prefer a negotiated settlement to a state of continual war.
- The arrangement should not only be fair but should also appear so (apparent fairness).

*NEGOTIATING ON MERITS:* Negotiators often face problems because they bargain from 'positions'. For example you want to sell your motorcycle and I want to buy it. You want Rs. 20,000 and I am ready to pay Rs, 12,000. These amounts are 'fallback positions' and if neither changes positions, than it would be difficult to reach a settlement. This kind of negotiating from 'positions' is taxing, time consuming and may spoil relationships between the conflicting parties. Negotiating on merit tries to improve on this by asking how a fair solution can be reached. Steps involved in 'negotiating on merits' are:

**Separate 'people factors' from issues:** Presuppositions, feelings, values, biases are the factors that often are barriers to negotiating. Once they get mixed up with issues under dispute it is difficult to reach a settlement.

**Focus on 'interests' not in 'position':** Often negotiators take positions or stances from where they do not want to shift. The real interests are obscure behind such rigid positions. Once you know about the real interests, it is easier to reach a settlement.

**Invest mutually beneficial options:** One can come up with a list of possible options by an objective analysis of the situations and using one's imagination. The ability to create mutually beneficial agreements is an important requirement for effective negotiators. You should make a list of options; evaluate them for mutually beneficial qualities. The key to success here is trying to get yourself and the other party to face the problem together and not face each other. Facing each other is fighting; facing the problem together is negotiating.

**Be objective:** One effective way of finding solutions is to be independent of both parties. Taking sides means hurting the other party. This is the reason why conflicting parties often go for a third party negotiator.

**Know your best alternative:** Before you enter the negotiation, you should know your best alternative. This provides you confidence. Also you would not agree to anything less.

**Use questions:** Often negotiators use assertions or assumptions. These threaten the opposing party. But if you ask questions, they would not be threatened. In fact, they elicit information and might provide you with more insight into the other party's strategy.

**Do not get angry:** Anger is perhaps the worse kind of barrier to negotiations. When we are angry we do not think rationally & may end up committing costly mistakes.

### **13.3 SUMMARY:**

- Memos or memorandums are written messages exchanged by employees within an organization for passing information, instructions, suggestions etc. Memos inform, confirm, make decisions a matter of record, briefly and precisely transmit information which otherwise might be confused or forgotten.
- Memos differ from letters in more than just being intra-office communication devices. They are generally less formal - both in content and format. As they are addressed to colleagues, they often contain jargons or technical language that might not be understood by laymen. Memos are often sent to multiple readers as in case of the ones originating from the boss and meant for all the employees. Also memos are less detailed than letters. Memos indicate the subject, date, name of sender and receiver(s); discuss only one subject; are brief; and list out all the possible options and indicate the option you suggest or recommend.

- The different types of memos include: Request memos, Inquiry memos, Response memos, Policy memos (Directives), and Bad news memos.
- Meeting are held quite frequently in organizations and many topics are discussed, information exchanged and decisions are made. There is a need to record the proceedings of meetings. And Minutes are a written record of important discussion and actions taken at meetings.
- A report is a written statement of the facts of a situation, project, study, process, or test. It includes information about how these facts were collected and ascertained, their significance, the conclusions that have been drawn from the facts. When required, recommendation is also given.
- To resolve conflicts we need to negotiate. Simply put, negotiation means finding solutions to conflicts. Negotiation has been defined as follows: *confirming with another (conflicting party) so as to arrive at a settlement over some issue*. It is also the *process of 'give or take' in which both parties (in conflict) try to leave the bargaining table with what they perceive as a "good deal"*. So negotiation involves "bargaining" and "settlement", a perceived good deal or mutual of benefit.

#### 13.4 KEY WORDS:

**Memos:** Memos or memorandums are written messages exchanged by employees within an organization for passing information, instructions, suggestions etc. Memos inform, confirm, make decisions a matter of record, briefly and precisely transmit information which otherwise might be confused or forgotten.

**Minutes:** Meeting are held quite frequently in organizations and many topics are discussed, information exchanged and decisions are made. There is a need to record the proceedings of meetings. And Minutes are a written record of important discussion and actions taken at meetings.

**Report:** A report is a written statement of the facts of a situation, project, study, process, or test. It includes information about how these facts were collected and ascertained, their significance, the conclusions that have been drawn from the facts. When required, recommendation is also given.

**Negotiation:** Negotiation means finding solutions to conflicts. Negotiation has been defined as follows: *confirming with another (conflicting party) so as to arrive at a settlement over some issue*. It is also the *process of 'give or take' in which both parties (in conflict) try to leave the*

*bargaining table with what they perceive as a "good deal".* Negotiation involves "bargaining" and "settlement", a perceived good deal or mutual of benefit.

### **13.5 SELF-ASSESSMENT QUESTIONS (SAQs):**

1. Discuss the importance of business communication.
2. Discuss the importance of memos.
3. Discuss the importance of minutes.
4. Discuss the importance of reports.
5. Discuss the importance of negotiations.

### **13.6 REFERENCES / SUGGESTED READINGS:**

- **Business Communication Today** (Bovee); Pearson Education, Delhi, 2006
- **Making PR Work** (Sushil Bahl).
- **Advertising and Public Relations** (B. N. Ahuja and S.S. Chhabra).
- **Lesly's Hand Book of PR and Communication** (Edited by Philip Lesly).
- **Public Relations: Principles, Cases, and Problems** (More and Kalupa)
- **The Practice of Public Relations** (Fraser P. Seitel)

**M. A. Mass Communication (1<sup>st</sup> year) / PGDMC**  
**ADVERTISING AND CORPORATE COMMUNICATION**  
**MMC 105 / PGDMC 105                      Lesson: 14**

**MEDIA RELATIONS**

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**LESSON STRUCTURE:**

In this lesson, we shall discuss about media relations. We shall discuss about press conferences, press tours, etc. Then we shall focus on press releases. The lesson structure shall be as follows:

*14.0 Objectives*

*14.1 Introduction*

*14.2 Presentation of Content*

*14.2.1 Importance of Media Coverage*

*14.2.2 Press Conference*

*14.2.3 Media Briefings*

*14.2.4 Press Tours*

*14.2.5 Press Release*

*14.3 Summary*

*14.4 Key Words*

*14.5 Self-Assessment-Questions (SAQs)*

*14.6 References/Suggested Reading*

**14.0 OBJECTIVES:**

The objectives of this lesson are as follows:

- *To understand the Importance of Media Coverage,*
- *To know more about Press Conferences,*

*17.0 To know more about Media Briefings and Receptions,*

- *To know more about Press Tours, and*
- *To know more about Press Releases.*

#### **14.1 INTRODUCTION:**

Business today is dependent on how people perceive the organization. The name and most importantly the image counts a lot. And Public Relations personnel try their best to create and sustain a favourable image of the company.

For this purpose a variety of techniques are used. Mass media form an important component of this image building exercise. With a massive media boom, newspapers, magazines, TV etc. have become omnipresent, and Public Relations personnel are increasingly using the mass media as vehicles of communication because of their easy accessibility, quick disseminating power, vast reach and cost effectiveness.

Often we think about the mass media only as vehicles for advertising. However, Public Relations personnel use media space and time to good effect to get publicity at almost no cost. And in addition to the media volume (editorial space in newspapers and magazines, and duration of radio and TV coverage), there is the 'value' of media coverage. Both media coverage and media value add credibility to the company's name and image. Thus it is important to create and sustain a healthy and mutually beneficial relationship with the media.

In this lesson, we shall discuss about the various aspects of media relations.

#### **14.2 PRESENTATION OF CONTENT:**

The content of this lesson shall be presented as follows:

- *Importance of Media Coverage*
- *Press Conference*
- *Media Briefings & Receptions*
- *Press Tours*
- *Press Releases*

##### **14.2.1 EFFECTIVENESS OF MEDIA COVERAGE:**

Public Relations are practiced to achieve success in many an objectives. One of the objectives is to maintain good relations with the media. Media are very important, as these are the tools that help in reaching other publics. Let us analyze how media coverage helps a company:

- *Informing a change of image*
- *Informing about change of policy*
- *Informing about new projects.*
- *Market education*
- *Informing the trade*
- *Overcoming misunderstanding*
- *Organizing a product recall*
- *Staff satisfaction*
- *Improving employee-management relationship*
- *Relocation to new venue*
- *Maintaining customer interest.*
- *Explaining diversification plans*
- *Maintaining confidence*
- *Credit for achievements*
- *Community relations*
- *Political relations*
- *Familiarization with overseas markets*
- *Educating hostile opinion leaders*
- *Creating and sustaining corporate image*

All the above-mentioned can be achieved by proper media coverage. And good coverage in the media can be managed through good media relations. Here the PRO plays an important role.

The PRO is a liaison between the organization and the media. Effectiveness of media relations depends on the PRO's ability to represent the organization to its satisfaction while meeting the needs of the media. This is a delicate balancing act and the PRO is required to play the role of an independent catalyst.

This requires absolute integrity with all concerned, combined with sound judgement and experience. For maintaining effective media relations, a PRO requires the following characteristics:

- *Sound journalistic judgement versatile enough to apply to a great variety of media*
- *Creativity to present topics and issues in an interesting way*
- *Communication skills - written & spoken*



- *A thorough knowledge of all types of communication media including their functioning, needs, their specialties and standards*
- *Acceptance by the media on the basis of respect & confidence*
- *The physical resources and the basic budget to do the job.*
- *High motivation*

#### **PATTERNS OF WORKING WITH THE MEDIA:**

There are generally three patterns of working with media:

***Responding to the requests of media:*** *This is a service function. Various media often request for information from time to time and the PR office provides the same.*

***Arranging for dissemination of information on routine events and out puts of the organization:*** *This involves constant awareness of the news making events within the organization and routine channels of contact with media.*

***Taking initiative to make the media carry the information and viewpoint of the organization:*** *This involves creative development of ideas and concepts, maintaining contact with media persons and the ability of making them receptive to the organization's ideas and information.*

While the first two of the above-mentioned are routine functions of the PR office, it is the third, which leads to wider & effective media coverage. And the surest way to gain media coverage is to relate an event or subject to the media's interest.

#### **MEANS OF DISSEMINATING INFORMATION TO THE MEDIA:**

There are quite a few ways of disseminating information to the media. These include interviews, exclusive stories, press conferences and press releases. We shall discuss the press conference and press release in detail.

#### **14.2.2 PRESS CONFERENCE (NEWS CONFERENCE):**

A press conference is organized like a meeting where people from the press gather to receive some announcements and to ask questions. Copies of the announcements are made available in the form of news release.

Now before going any further let us clarify the name -press conference. This name was given during those days when the only media were the newspapers and magazines (collectively known as the press). In today's time this name sounds odd, as there are a number of mass

media including television and radio. So the appropriate name should be 'media conference'. However, many people use the name "news conference". And we shall, from now on, use the name "news conference" instead of press conference.

Arranging news conferences or calling media representative together is one of the means of disseminating information. It is one of the most well-known and popular means as heads of states, political leaders and many important people and organizations utilizes it. Also news conferences get extensively reported. Thus this is often the first means thought by PR personnel's when they feel they have something to disseminate. As a result, it is overused.

News conferences involve a lot of planning; consume time, effort and money. Accordingly, PR personnel should take a few things into consideration before calling news conference. These are:

- Call a media meeting (another name for news conference) only if it will be of real service to the media. It should provide them some news worthy information which they could not obtain in simpler ways like news releases, handouts or advance circulated materials.
- News conferences should provide the media persons with an opportunity of meeting some one important, getting substantive answers, details of new plans, projects or products etc.
- A news conference should be called in case of major events.
- It should be called to present facts and arguments to counter rumours or misconceptions.
- The location of the conference should be an accessible place for the media persons. Press clubs and such places are best suited for this purpose. However, if you are calling the media persons to your premises, than providing proper transportation is a must. Some times even hotels or clubs, with conference rooms and other facilities, are preferred.
- Sufficient planning and arrangements should be done to provide proper facilities to the media persons. There should be ample seating arrangement along with provisions for refreshment.
- The media persons should make telephones, fax and other communication facilities available for use.
- Proper invitations should be sent well in advance and if required the PR personnel should take care of reminding the invitees.
- Timing of the news conference involves a number of considerations. In case of an urgent event, it may be called immediately. Otherwise, news conferences should be timed to suit the media deadlines. This is to facilitate the time of publication of the newspaper and the timing of news broadcasts.
- The highest official available should be the focal point with specialists supporting him. The PRO should introduce the key officials and play only a supportive role.

- Arrangements should be made for photographers and video-graphers.
- These considerations are the preparatory phase. Now let us move to the news conference.

### **HANDLING NEWS CONFERENCES:**

News conferences provide a unique opportunity for two-way communication. The person or persons speaking for the organization make an announcement & written materials are provided for the benefit of the media persons. The media persons then ask questions for clarification, elaboration or substantiation. A news conference makes possible quick wide spread dissemination of the organization's information and opinion through the news media. It saves the organization the trouble of presenting information to various news media on an individual basis and assures that the intensely competitive newspapers and electronic media receive the news simultaneously.

A news conference usually starts with the PRO introducing the key officials present. This is followed by a brief announcement or reading of statements by the highest-ranking official. Sometimes, statements by specialists supplement this.

Next come questions by the media persons. Answering these is a delicate job. The person answering the questions should be experienced to handle a variety of situations. This is the price one has to pay for having an opportunity to make a presentation to the media. Becoming rude, antagonistic or hostile towards the media persons while answering would result in bad reputation.

Persons answering questions should never lie. If you don't know the answer or do not want to answer, just say 'no comment'. Lies and false statements, when caught lead to loss of credibility. To summarize, few rules of thumb for calling a news conference are:

- *To make a major announcement (major being relative to the size of your organization and the size of your market), such as a new programme, major plans, expansion, new head joining the company etc.,*
- *To cover a grand opening*
- *To celebrate any note worthy achievement and like the 100,000th customer, a major anniversary.*
- *To tell your side of a controversy*
- *To show off a 'big name' visitor.*

During press conferences different material are distributed. Materials to be distributed during a news conference are:

- *Background material on the subject involved*
- *Other relevant material like reports etc. in the summary form*
- *Photographs and other illustrations*
- *Visual materials for television like video clippings.*
- *A news release, if it can be prepared in time.*

**FOLLOW UP ACTIVITIES:**

Often media persons leave before the news release is ready. These along with other pertinent material need to be sent immediately to those who attended the conference. The same should be done for the media persons who could not attend.

Requests for special materials like photos etc. should be met as soon as possible. Also requests for private interviews should be taken care of.

**SECRETS BEHIND SUCCESSFUL PRESS CONFERENCES:**

- Make sure that your spokesperson is well prepared.
- Have you spokesperson rehearse several times.
- Offer something visual than just a talking head (spokesperson).
- Have the news conference room ready for the media persons' convenient.

**14.2.3 MEDIA BRIEFINGS AND MEDIA RECEPTIONS:**

These are sessions intended to provide background information to interested media persons rather than providing hard news. These sessions are some times known as "media reception". Often such media briefings involve lunch or dinner and are conducted in a relaxed and informal manner. Media briefings or media receptions provide an opportunity to interact with the media in a personal way in a social setting. It helps in building rapport with media persons on a more personal basis.

The standard practice in a media reception, what ever from it takes - lunch or dinner - is that the host makes the announcement only after the socialization. This is a 'softening up' process. This opens up channels at multiple informal levels, which prove highly advantageous in the long run.

Media receptions or parties often involve 'free loading' or distributing expensive gifts to the media persons including free entertainment and travel facilities.

**PLANNING A MEDIA RECEPTION:**

Media receptions are different from news conferences only in the degree of formality. Media receptions tend to be highly informal. However, the planning and arrangement for media receptions are almost the same as the media conference. These include:

- *The date*
- *The venue*
- *The invitation list*
- *The invitations*
- *Information material to be distributed*
- *Refreshment and catering*
- *Gifts and mementos*

Media receptions help organizations create new contacts & maintain the established ones. Similarly for the media persons, it provides chances for developing potential news contacts in the organization.

#### **14.2.4 PRESS TOURS OR FACILITY VISITS:**

Once in a while organizations arrange for visits by media persons to their premises, workshops, plants, factories and other sites. These provide to the media persons first hand information and an insight into the working of the organization. New trains, ships and aircrafts provide free trips to media persons.

One of the biggest hurdles in arranging press trips in the constraint of time. Such trips require long time like a day or two. And many media persons cannot spare a day or two. The visit should justify this longer duration and should be news worthy.

Most of the considerations for news conferences and media briefings apply to media trips. However, there are quite a few additional points to consider, there are:

- **PARTY NUMBER:**
  - *Depends on the capacity of the premise (or train, ship or aircraft)*
  - *Depends on the catering, accommodation and other facilities*
  - *Capacity of transport*
  - *The budget*
- **INVITATIONS:**
  - *Should be given well in advance*
  - **SHOULD GIVE ALL THE SPECIFIC DETAILS**
- **PARTY BRIEFING:**
  - *Should be held at the beginning*

- *SUPPORT MATERIAL:*
  - *Printed material, photos, video clipping, etc.*

One of the misconceptions in the field of media relations is that 'contacts' and "knowing the right people" would ensure better media coverage. However, it is much more important to produce newsworthy material & service for the media. This is the key to success in media relations rather than a big entertainment budget.

Successful Public Relations personnel adopt the following points in media relationship:

*WITH NEWS EDITORS AND REPORTERS:*

- Lose no opportunity to give them service
- Answer all questions fully, honestly, promptly
- Treat newsmen the same way as a customer i.e. like a king
- Know your organization fully
- Never suppress facts
- Be impartial between one medium and another
- Do not lie, misrepresent, or exaggerate
- Even when provoked by a media person, never antagonize
- Always take media persons into confidence.

*WITH PHOTOGRAPHERS AND CAMERA MAN:*

Persons with camera are an equally important part of the media as are the journalists. They have a tougher job than the reporters as they are hampered by the camera which is often bulkier and don't have support material (reporters can file stories without being present with the help of news releases).

So the PR personnel should do the following for them:

- Make extra efforts to help the photographers and cameraman.
- Help them find space, setup props & if possible write captions.
- Treat cameraman & photographers on an equal basis as with reporters.

**NEWS KITS:**

One of the easier, time saving and cost effective ways of disseminating news to media is through the information kits or news kits. These include material that are factual, accurate, well written, and attractive. Items that may be included in the kit are:

- *News releases*
- *Fact sheets*
- *Background materials*

- *Speeches (if any)*
- *Biographical material on important individuals.*
- *Photographs with identifying information (Transparencies)*
- *Video Clippings*
- *Maps, charts and graphs, logos (if required)*

The news kit may also contain:

- *News letters*
- *Brochures*
- *Annual reports*
- *List of sources to contact for additional information.*

The various means of delivering the news kits are:

- *Regular mail*
- *Courier.*
- *Special messenger*
- *Personal delivery*
- *During news conferences, media briefing or media trips.*

The most important item in the news kit is the news release. Often only PR personnel for disseminating information use the news release. Thus we shall discuss the news release in detail.

#### **14.2.5 NEWS RELEASES OR PRESS RELEASES:**

A news release is a simple document whose purpose is to disseminate information in a ready-to-publish form. News releases provide an opportunity to the organizations to get positive public exposure in the media. Many organizations use it extensively as it involves nominal expenses.

News releases usually present positive information. It tries to provide news that shows the positive sides of the organization to the customers, clients, contributors, or the community and large. Only on rare occasions it deals with controversial topics

News releases the basic tool of publicity. Organizations can run a functional and quite effective Public Relations programme only with this basic tool. And news releases are the most common way of issuing information to the media.

#### **TYPES OF NEWS RELEASES:**

There are four basic types of news releases. These are:

- *The Advance or announcement*

- *The Backgrounder*
- *The Feature*
- *The Follow-up*

**The Advance or Announcement News Release:**

This is the most common type of news release. Its purpose is simply to announce some event or activity. It is topical and time bound.

**The Backgrounder:**

Such releases provide detailed or in-depth background information on an issue, a product or an organization. These are usually serious in tone, longer in length and less time bound. Some times backgrounders are issued along with other forms of releases. The purpose of backgrounder is to help the reporter get better understanding and perspective of the topic or issue.

**The Feature:**

While backgrounders are prepared and used mostly as support materials, feature type of news releases are prepared to be complete stories. The features cover a variety of topics and vary in length, style and approach. These are more people-oriented and usually are dramatic or humorous with a view to entertain while informing.

**The Follow up:**

This kind of news release, as the name suggests, is issued only after something has occurred. Like what happened in a meeting, during an event, or these could cover the results of some plans and projects after they were implemented.

**14.3 SUMMARY:**

- Public Relations personnel use media space and time to good effect to get publicity at almost no cost. And in addition to the media volume (editorial space in newspapers and magazines, and duration of radio and TV coverage), there is the 'value' of media coverage. Both media coverage and media value add credibility to the company's name and image. Thus it is important to create and sustain a healthy and mutually beneficial relationship with the media.
- The general patterns of working with media are: Responding to the requests of media, Arranging for dissemination of information on routine events and out puts of the organization, and Taking initiative to make the media carry the information and viewpoint of the organization.



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- One of the easier, time saving and cost effective ways of disseminating news to media is through the information kits or news kits. These include material that are factual, accurate, well written, and attractive. Items that may be included in the kit are: News releases, Fact sheets, Background materials, Speeches (if any), Biographical material on important individuals, Photographs with identifying information (Transparencies), Video Clippings, and Maps, charts and graphs, logos (if required).
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#### **14.4 KEY WORDS:**

**News Release:** A news release is a simple document whose purpose is to disseminate information in a ready-to-publish form. News releases provide an opportunity to the organizations to get positive public exposure in the media. Many organizations use it extensively as it involves nominal expenses. News releases usually present positive information.

**News Kits:** One of the easier, time saving and cost effective ways of disseminating news to media is through the information kits or news kits. These include material that are factual, accurate, well written, and attractive. Items that may be included in the kit are: News releases, Fact sheets, Background materials, Speeches (if any), Biographical material on important individuals, Photographs with identifying information (Transparencies), Video Clippings, and Maps, charts and graphs, logos (if required).

**The Advance or Announcement News Release:** This is the most common type of news release. Its purpose is simply to announce some event or activity. It is topical and time bound.

**The Backgrounder News Release:** Such releases provide detailed or in-depth background information on an issue, a product or an organization. These are usually serious in tone, longer in length and less time bound. Some times backgrounders are issued along with other forms of releases. The purpose of backgrounder is to help the reporter get better understanding and perspective of the topic or issue.

**The Feature News Release:** While backgrounders are prepared and used mostly as support materials, feature type of news releases are prepared to be complete stories. The features cover a variety of topics and vary in length, style and approach. These are more people-oriented and usually are dramatic or humorous with a view to entertain while informing.

**The Follow up News Release:** This kind of news release, as the name suggests, is issued only after something has occurred. Like what happened in a meeting, during an event, or these could cover the results of some plans and projects after they were implemented.

#### **14.5 SELF-ASSESSMENT QUESTIONS (SAQs):**

1. Write a detailed note on media relations as practiced in the field of PR.
2. Discuss in detail the importance of press conferences. Add a note on how press conferences are organized.
3. Write a detailed note on press releases.
4. Write short notes on *press tours, press briefings and press receptions*.

#### 14.6 REFERENCES / SUGGESTED READINGS:

- **Business Communication Today** (Bovee); Pearson Education, Delhi, 2006
- ***Making PR Work*** (Sushil Bahl).
- ***Advertising and Public Relations*** (B. N. Ahuja and S.S. Chhabra).
- ***Lesly's Hand Book of PR and Communication*** (Edited by Philip Lesly).
- ***Public Relations: Principles, Cases, and Problems*** (More & Kalupa)
- ***The Practice of Public Relations*** (Fraser P. Seitel)