

# Index

## A

- academic definition of public relations 4–5
  - access 455
  - accountability 116
    - democratic 89–90
    - individual, leadership style 346
    - political parties and 85
    - of public sector organisations 578
    - to stakeholders 336
  - accreditation 138
  - acquisitions 336
  - action planning framework 383–93
  - active audience 238–40
  - active publics 150, 153
  - activism 125, 160–2, 177
  - activism lifecycle 563
  - activity orientation 126
  - adaptation 123
  - adaptive subsystems 27
  - Addenbrooke Hospital, Cambridge
    - University Hospitals NHS Foundation Trust 592
  - ADECEC 39
  - Adidas 531
  - advertising 416, 417, 502
    - by brand 512
    - definition 312
    - free 314, 316
    - impact of technology on 534
    - vs. public relations 312–13
    - role of 436–8, 588
  - Advertising Association 242
  - advertising value equivalents (AVEs) 229, 314
  - advertorial 171, 313, 314, 436
  - advocates 340
  - affective change 580
  - affective objectives 192
  - agenda setting 118–19, 325, 584
  - aggregate public 70
    - perspective 277–9
    - understanding 239
  - audit
    - communication 223–4
    - crisis 406
    - social 371
  - authoritarian relationships 127
  - automotive markets, marketing communications in 514–15
  - autonomy of audiences 272
  - AVANTI 490
  - awards presentations 360
  - aware publics 153
  - Axicom 492
  - axiom 170
- ## B
- BAFTA Awards 609
  - balloon test 220, 221
  - Barclays Bank 320
  - Barings Bank 399, 401
  - basic level, company at 98
  - Bayer 116, 258
  - BBC 71, 72, 73, 117, 236, 350–1
    - Royal Charter 67
    - World Service Trust 96
  - Beckham, David 521
  - being orientation 126
  - beliefs, definition 279
  - Ben and Jerry's 371
  - benchmarking 47
  - Bennett, Katherine 42
  - Berlin Wall, fall of 79, 87, 114
  - Bernays, Edward 10, 270
  - Bhopal 120
  - Bill and Melinda Gates Foundation 100
  - Blair, Tony 22, 28, 240, 273
  - BMW 336, 424, 427
    - MINI 49
  - Body Shop 371, 447, 541, 542

- bogofs 439  
 books 603  
 boundary-spanning role 27  
 Bovine Spongiform Encephalopathy (BSE) 379  
 BP 41, 254  
 brainstorming 440  
 branding  
   of countries 130, 131  
   integrated marketing communications and 508–10  
 brands 422–5  
   communicators 508–9  
   definition 422–3  
   development 609  
   emotional power of 423–5  
   engaging 509  
   negative perception 510  
   positioning 609  
 Branson, Richard 28, 257  
 Brent Spar 101, 161, 245, 269, 359, 384–5, 398, 549  
 Britain *see* UK  
 Britannia Building Society 425  
 British Airways 114  
 British Association of Industrial Editors 334  
 British Ceramic Confederation 455  
 British Council 12, 133  
 British Documentary Film Movement 12  
 British Nuclear Fuels 449  
 British Social Attitudes survey 212  
 broadcast media 67–9  
 broadcast sponsorship 533  
 Broadcasting Act (1996) 68  
 broadsheets 65  
 BSKyB 72  
 BT 101, 371  
   Am I Listening? campaign 203–5, 368–70  
   Community Partnership Programme 357, 366  
 bureaucrats 82  
 business and economic crisis 399  
 business ethics 106, 107  
 Business for Social Responsibility (BSR) 100, 356  
 Business in the Community (BITC) 97, 100, 105, 301, 356, 361  
   Corporate Responsibility index 105  
   Per Cent Standard 357  
 business to business (B2B) public relations 431–44  
   communications disciplines 436–40  
   core principles 432  
   corporate reputation and 440–3  
   definition 432  
   role of public relations 440  
 Byers, Stephen 91
- C**
- Cadbury Schweppes 100, 301, 334  
   Strollerthon 362  
 Campaign for Nuclear Disarmament (CND) 566  
 campaigning organisations 620  
   building and evaluating consensus 568–70  
   key issues 564–7  
   people, politics and globalisation 567–8  
   practical guidelines 571  
   types 560–4  
   *see also* pressure groups  
 Campbell, Alistair 28, 132, 586  
 Cancer Research UK 562  
 capitalism 67  
 Carey Jones Architects 435  
 categorical imperative 109, 294  
 cause-related marketing (CRM) 96, 361–3, 524  
 census, population 213  
 Center for Media and Democracy 268  
 central government communication 585–9  
   communication roles 585–7  
   failure/success 587–8  
   priorities for 588–9  
   role of public relations 588  
 Central Office of Information (COI) 588, 589  
 centralisation of international public relations 122–3, 124  
 chairman's wife syndrome 526  
 champions 340  
 change agents 345  
 charitable donations 523  
 charities 560–8  
 Charity Commission for England and Wales 560, 561  
 Chartered Institute of Public Relations (CIPR) 6, 53–5, 202, 212, 290, 314  
   Code of Conduct 299, 301, 306  
   ethics 74–5  
 Chechnyan war 114  
 chemical industry 388, 389  
 Chisso Corporation 399  
 chronic know-nothings 587  
 Churchill, Winston 82  
 circulation 432  
 circumscribed public 246  
 circumventing publics 247  
 citizen lobbyists 454  
 City, the 467–8  
 civic pluralism 452  
 Clarke, Basil 12  
 classic conditioning 280–1  
 closed system model 186  
 cluster analysis 223  
 CNN 72, 117  
 cobra (crisis) 398  
 Coca-Cola 100, 116, 137, 272, 301, 506  
 Coca-Cola Belgium 409  
 co-creation, leadership style 346  
 Code of Athens 137  
 code of conduct 137  
 cognitive change 580  
 cognitive consonance 281  
 cognitive dissonance 107, 281, 282  
 cognitive objectives 192  
 cognitive skills 47  
 cognitivism 292–5  
 cold calling 328  
 Cold War 272  
 collective cultures 127  
 collective view of public opinion 7  
 collectivism 345  
 commercial lobbyists 454  
 commercial pluralism 452  
 Commission of European Securities Regulators (CESR) 469  
 committee membership 360  
 Committee on Public Information (CPI) 268  
 commoditisation 487  
 communication  
   active receiver 145–6  
   coordinating disciplines 436–40  
   culture and 127, 240  
   during a crisis 403–4  
   and liaison role 29  
   media 64–6  
   needs of employees 341–2  
   political parties and 85  
   skills 47  
   with non-consumer stakeholders 541–3  
 communication audit 223–4  
 Communication Canada 586  
 communication channels 347–9  
 communication facilitator 29  
 communication matrix 127  
 communication planning framework 593–5  
 communication theories 144–6  
 communications manager 29, 159  
 communications technician 29, 159  
 communicator, role of 40–3  
 communitarianism 290, 291  
 community activist 177  
 community building 290–1  
 community relations programmes  
   developing 366  
   evaluation 370–4  
   measuring community involvement 370–1  
   strategic objectives 367

- company propaganda 419
- Compaq 492
- competence 297–9
- competency factors 50, 51
- competitive advantage 552
- competitive bid 478
- computer viruses 406
- conative objectives 192
- concentrated media ownership 64
- Confederation of British Industry (CBI) 448, 549
- conflict resolution 290–1
- conflicts of interest 299
- confrontation crisis 398
- Connectpoint public relations 320
- connotative item pairs 219
- connotative meaning 276
- consensus-oriented public relations (COPR) 568–9
- consequentialist theories 293–4
- constructivist public relations 179
- consultancy costs 201–2
- consultancy lobbying 624–8
- consultancy practitioner 44
- consumer collusion 504
- consumer communication 541
- consumer objectives 193
- consumer public relations 416–18
- consumer survey 318
- consumerism 22
- consumers, cause-related marketing and 361
- content 194–6
- content analysis 221–2
- context of public relations 20
- contextual analysis of media 67
- continuing professional development (CPD) 42, 43
- convergence 72
- Co-operative Bank 100, 110, 364, 365, 371–4
- co-opted public 246
- co-orientational model of relationships 570
- copy 438
- corporate branding 31
- corporate bullying 299
- corporate communications 252
  - context and principles 546–9
  - contribution to business strategy 542
  - decision making and 550–1
  - defining 5436
  - definition 540–6
  - excellence 546–8
  - functions 540
  - influence on corporate decision making 550–1
  - as integrated communication 543
  - interface of corporate strategy and 549–50
  - persuasion, rhetoric or spin 543–6
  - stakeholders vs. shareholders 551–4
  - structuring 549
- corporate community involvement (CCI) programmes 356–7
- corporate culture 25, 343–4
- corporate donations 349
- corporate governance 106
- corporate hospitality 532
- corporate image 541
- corporate philanthropy 99, 100, 359, 523–4
- corporate raids 478
- corporate reputation 101, 440–2, 541
- corporate slogans 128
- corporate social responsibility (CSR) 97–8, 100
  - business case for 100–1
  - categories of response 365
  - planning and implementing 363–4
  - programme 25
  - pyramid 103
- corporate umbrella 544
- Corporate Watch 268
- costs
  - consultancy 201–2
  - takeover 479
- country profile 125
- covert culture 262
- covert identity 262, 263
- CPP Group 442–3
- Crawley Borough Council vote and post campaign 584
- creative industries
  - globalisation 613–14
  - growth of celebrity 609–11
  - in the UK 600–3
  - media relations for 607–8
  - new technologies 612–13
  - organisational structures 614–15
  - overview 600–3
  - public relations objectives, strategies and tactics 605
  - product as driver 615
  - professionalism in specialised fields of public relations 615–16
  - role in public relations in 604–5
  - trends and directions 609–16
- creativity 425–6
- credibility 128, 272–4
- Creutzfeldt-Jakob disease (CJD) 137, 379
- crisis
  - causes 401–3
  - costs 401–3
  - five stages of 399
  - preparation for 406–8
- crisis audit 406
- crisis management
  - context 398–9
  - key principles 408–12
  - relationship with issues management 379
  - vs. operational effectiveness 399–401
- crisis manual 406
- crisis simulation and training 407–8
- critical modernism 107
- critical path analysis 199
- critical public 246
- critical reflection 554–5
- critical theory 168–9
- cross-cultural communication 125, 156
- cross-media (concentrated) ownership 64
- CSR Europe 100, 105, 356
- cub reporter 434
- cultural diplomacy 133–4
- cultural interpreter model 122, 155
- cultural norms 485
- cultural profile 125, 126–8
- cultural studies 604
- cultural web 555
- culture 25
  - classification 126
  - communication and 154–6
  - concepts 603–4
  - definition 125
  - international public relations and 124–5
  - culture of spin 64, 73, 75
  - customer reactions, crisis and 402
  - customer relationship building 418
  - cyberspace analysis 223

## D

- data mining 212
- data security 489
- deadlines 198–9
- Dearing Report 45, 47
- decentralisation of international public relations 122–3
- deception 399
- de-individuated attitudes 280
- de-listing 479
- Dell 492
- democracy
  - criticisms of 81–3
  - definition of 79
  - multilevel governance 89–90
  - public relations and 90–2
  - pressure groups and 88–9
- demographics 277
- denotative item pairs 219
- denotative meaning 276
- deontology 294–5

Department of Trade and Industry (DTI) 6, 336  
 Depression 10  
 deregulation 13  
 descriptive beliefs 279  
 Diageo 505  
 dialogue with publics 195  
 diffused linkages 23  
 digital divide 21, 489, 622  
 direct instruments 218  
 direct mail 417, 418  
 direct marketing, role of 439  
 discourse 176  
 discursive connectivity of publics 246  
 Disney 343, 346  
 disposal subsystems 27  
 dissensus 570  
 documentary film 11  
 doing orientation 126  
 dominant coalition 550  
 Dow Chemical 120  
 Dow Jones Sustainability Index 105  
 downsizing 356  
 DRIP objectives 509, 510  
 Duncan, Julius 476  
 Dunlop 11  
 duty 296–7  
   to client or organisation 296–7  
   to profession 297  
   to self 296  
   to society 297

## E

eastern Europe, public relations  
   evolution in 135  
 econometric consultancy 511  
 economic environment, trends in 336  
 editorial 313, 431  
 education and training 40, 45, 47, 51–2, 53, 55–8, 628–9  
   crisis 407–8  
 effectiveness, levels of 227–8  
 ego-defensive behaviour 277  
 elaboration likelihood model 274–5, 277  
 elections and voting 83–5  
   political parties and 85–8  
   turnout 82, 84–5  
 Electoral Commission 87  
 electoral systems 80  
 elitists 82  
 email 327–8, 487  
 emergent public interest 70  
 emotional marketing 532–5  
 employability 47  
 employee  
   attitudes 340, 341  
   commitment 339

communication needs 341–2  
 community programmes and 358–60  
   concern, crisis and 402  
   disconnectedness among 340  
   segmentation 339–41  
   volunteering 360  
 enabling linkages 23  
 encoding/decoding model 239  
 encroachment 543, 544  
 Endemol UK 612, 613  
 English Tea Experience 606  
 enlightened self-interest 284  
 Enron 95, 109, 398, 399  
 entertainment 602–3  
 entitlement 284  
 entrepreneur 25  
 entrepreneurial organisations 25  
 environment  
   as issue 378  
   monitoring 188  
   reputation and 262  
   scanning 188–9  
 EPISTLE *see* PEST (EPISTLE) analysis  
 equity in public relations 171–7  
 e-Skills UK 492  
 ethical communication 349  
 ethical data management 489  
 ethical decision-making models 300–2  
 ethical guardian 291  
 ethical issues 297–300  
 ethical persuasion 283–4  
 ethics 73–5, 137, 292  
   business practice and 106–10  
   changing 109  
   decision making 107–9  
   definitions 291–2  
   dilemmas 107  
   ‘good/bad’ analogy 107  
   importance of 290–1  
   media relations and 327  
   modern narratives on 108  
   professional codes 74  
   public affairs and 457  
   theories of 292–6  
 ethnic minorities 40, 174–5  
   politics and 83  
   UK local government  
     communication and 589  
 Eurobarometer 212  
 European Body of Knowledge (EBOK) 39, 138  
 European Commission 90  
 European Parliament 90  
 European public relations  
   associations 54  
 European Public Relations  
   Education and Research  
   Association (EUPRERA) 138  
 European Space Agency 116

European Union 89, 90, 116, 135–7  
   8th Directive on company law 382  
   brand 136  
   Code of Conduct 298  
   crisis communication 137  
   Directive on Information and  
     Consultation 33  
   identity 136  
   lobbying 137  
   logo 136  
   media relations 136–7  
   public affairs 452–3  
 Eurostat 212  
 evaluation 202–5  
   dimensions of 225  
   guidelines 229  
   importance of 224  
   methods 228–9  
   models 229–31  
 evaluative beliefs 279  
 Everton Football Club 367  
 Evian 504  
 e-voting 84  
 excellence 122, 147–8, 546, 547–8  
 exchange markets 468–70  
 exclusives 65  
 expectancy value theory 281  
 experiential economies 530, 531  
 expert influence 273  
 expert prescriber 29  
 external environment 20–4  
 external stakeholders 411  
 externality 47  
 Exxon Corporation 95  
 Exxon Valdez oil spill 399

## F

famine 388  
 Farmers’ Action 449  
 Fathers4Justice 224, 225, 226, 228, 325  
 fax 327  
 feedback 145  
   ICT and 488–9  
   reputation and 263  
 femininity 127, 345  
 feminist theory 171–4  
 FIA Formula 1 529  
 FIFA World Cup 522, 526, 528, 531  
 film 11, 602–3  
 financial calendar 472, 473–9  
   annual general meeting 474–6  
   annual report and accounts 473–4  
   hostile takeovers and unsolicited  
     advances 478–9  
   initial placing offer 476  
   interim results 473  
   mergers and acquisitions 476  
   preliminary results 473

financial investor relations skills 49  
 financial markets 468–70  
 financial public relations 471–80  
   effectiveness 479–80  
   importance of 467  
   in-house vs. consultancy 471  
   regulatory practice 471–2  
   UK approach 466–7  
   US perspective 466  
 financial press 469–70  
 financial regulation 98  
 Financial Services Authority (FSA)  
   469  
 Finsbury Public Relations  
   Consultants 456  
 first estate 382  
 first-past-the-post (simple plurality)  
   80, 81, 85  
 5Cs effective communication model  
   403–4  
 Flagg, James Montgomery 269  
 fmcg 503  
 focus group 190, 216–17  
 Food and Agriculture Organisation  
   (FAO) 384  
 food dye scandals 401  
 football, sponsorship of 528  
 Ford 116  
 formative evaluation 211, 225  
 4Cs framework 512  
 4Ps of marketing 436, 509, 585  
 FOX PARRACK HIRSCH 490  
 free advertising 314, 316  
 free association 220  
 free editorial 314, 316  
 free market 68, 69  
 free publicity 314  
 free speech 80  
 free will 271  
 freedom of expression 560  
 Freedom of Information Act (2005)  
   (UK) 578  
 freelance practitioner 44  
 freelancers 328  
 'French school' 257, 258  
 Friedman, Milton 100  
 Frieze Art Fair 608  
 FTSE 4 Good Index 105  
 Fujitsu 490  
 functional linkages 23  
 functional structure 30  
 future of public relations  
   department 32–3  
 future-oriented cultures 126

## G

G8 countries 567  
 game theory 149  
 Gap 161  
 gas industry 388

gatekeeper 145  
 Gates, Bill 100  
 gender, practitioner role and 159  
 genetic determinism, attitudes and  
   281  
 genetically modified (GM) food  
   326, 381, 382  
 Germany 14  
   images 133–4  
   political parties 85  
   sponsorship in 533–4  
   UK and 133–4  
 Gilligan, Andrew 63–4, 300  
 Girlis, Melanie 46–7, 56–9  
 Glastonbury 614  
 Glaxo-SmithKline 106  
 Global Alliance Ethics Protocol 303,  
   307  
 Global Alliance for Public Relations  
   and Communication  
   Management 137, 301 or of?  
 Global Alliance for Vaccine and  
   Immunisation 100  
 Global Protocol of Ethics 137  
 global public sphere 115  
 Global Reporting Initiative (GRI)  
   301  
   Reporting Guidelines 105  
 globalisation 21, 115–17  
   of media ownership 72  
 goal-free evaluation 225  
 Goethe Institute 133  
 good publicity 564–5  
 Google 329, 427  
 Government Communications  
   Network (GCN) 586  
 graduate skills, key 44, 48  
 grassroots lobbyists 454  
 greatest happiness principles 108  
 Greenpeace 113, 116, 147, 155, 269,  
   325, 384, 386  
 Guide Dogs for the Blind  
   Association 364

## H

hacking 565  
 half-bid situation 478  
 hard-to-reach audiences 589  
 health campaigns 282  
 health sector communication 590–3  
 HEALTH21 policy 590  
 heterophily 273  
 high-context cultures 126  
 high footfall retail centre 419  
 HIV/AIDS 246, 247, 274, 562  
 HNS 13  
 Holocaust Memorial Day 579  
 homophily 273  
 hot-issue publics 152  
 hot shots 340  
 HP Sauce 362  
 HSBC 41, 125  
 human resources (personnel) 32  
 humour, online 566  
 Hungarian Cultural Institute 133  
 Huntingdon Life Sciences 24, 565  
 Hutton Inquiry and Report 64, 75,  
   300, 350–1  
 hyperrealities 176  
 hypodermic model of media effects  
   (magic bullet theory) 237

## I

IBM 100  
 'iceberg' concept 257–9  
 ICI 11  
 IKEA 225, 226  
 image transfer potential 520, 521,  
   531  
 images, measurement of  
   quantitative instruments 218–19  
   qualitative instruments 220  
 images of nations 129–32, 133  
 inactive publics 153  
 inclusive leadership style 174  
 incompetence 297, 298  
 incremental change 486  
 indirect instruments 218  
 individual accountability,  
   leadership style 346  
 individual behaviour change  
   programmes 579  
 individual practitioners, level of  
   effectiveness 227  
 individualism 22, 127, 345  
 individualistic relationship 127  
 individuated attitudes 280  
 influencers 469–70  
 informal networks 341  
 information 21  
 information and communication  
   technology (ICT) 21, 622  
   audience characteristics 487–9  
   data security 489  
   digital divide 489  
   ethical data management 489  
   feedback 488–9  
   relevance 488  
   risks to vulnerable groups 489  
   saturation 488  
 background and social impact  
   484–5  
 campaign planning 495  
 industry characteristics 485–7  
   audience breadth and depth 485  
   commoditisation 487  
   industry partnerships 485–6  
   magnitude of change 486  
   pace of change 486  
   past pitfalls 487

public relations model 490–2  
 practice principles 492–7  
   active audience 494–5  
   centrality of ethics 493  
   complex simplicity 495  
   focus on education 493–4  
   power of futurology 493  
   skills 44  
 information revolution 117–18  
 informational influence 273  
 in-house journalist 334–5  
 in-house practitioners 44  
 initial placing offers (IPO) 472, 476, 477  
 input as performance measure 227  
 input publics 605  
 input/output matrix 283  
 Institut Française 133  
 Institute of Business Ethics 100, 301  
 Institute of Crisis Management 401  
 Institute of Directors 301  
 Institute of Practitioners in Advertising (IPA) 510  
 Institute of Public Administration 12  
 Institute of Public Relations 12–13  
 institutional destiny 382  
 institutional shareholders 469  
 institutional survival 381–2  
 institutional theories of media 67  
 instrumental (operant)  
   conditioning 281  
 integrated communication 543  
 integrated marketing  
   communications (IMC)  
   agency perspectives on 510–11  
   definitions 502–7  
 integrative communication 531  
 Intel 327  
 intended campaign effect 583  
 intent 271  
 interactional leadership styles 174  
 intercultural communication 125  
 interest groups 562  
 intergovernmental organisations (IGOs) 116  
 intermediate publics 605  
 internal communication  
   definition 334  
   function 337–8  
   role and purpose 337–8  
 internal environment 24–6  
 internal marketing 337, 349  
 internal publics 605  
 internal stakeholders 411  
 International Association of Business Communicators (IABC) 147  
 Excellence project 546, 547–8  
 international body of knowledge 138

International Business Leaders Forum (IBLF) 100  
 international communication 125  
 International Communications Consultancy Organisation (ICCO) 137  
 international public relations (IPR)  
   122–9, 620  
   agencies 119–21  
   critical voices 137  
   culture and environmental factors 124–5  
   defining 115  
   preparative 115  
   promotional 115  
   situational 115  
   special areas 129–35  
   specialisations 130  
   structures 122–4  
   theory, concepts and models 122  
   use for towns and regions 129  
 International Public Relations Associations (IPRA) 137  
 International Public Relations Research Symposium 138  
 international relations ‘space’ 121  
 internet 117, 119, 222–3, 324, 470  
   public relations crisis  
     management and 404–6  
     speed in a crisis 405  
 interviews, intensive or in-depth 215–16  
 investment and merchant banks 469  
 investor relations (IR) 466, 467  
 Investors in People 336  
 iPod 427  
 Iraq War 130, 132, 133, 134, 176–7, 269  
 issue groups 562  
 issue manager, roles and responsibilities 387  
 issues management 621–2  
   defining 378  
   effect of context on issue development 381–2  
   origins 378  
   relationship with crisis management 379  
   ‘tipping point’ 379–81  
 Italy, political system in 87  
 item pairs 219

## J

job descriptions 40  
 job titles 40, 44  
 Johnson & Johnson 101, 116, 399–401, 408, 552, 553  
 journals, academic 210

## K

Kelly, Dr David 64  
 Ketchum 132  
 kingdom of ends 284  
 kiss and tell story 316, 317  
 Klutz 553  
 Knight, Emma 49  
 known unknown crisis 398  
 Krombacher Rainforest Project 524  
 Krupp 14  
 Kunin scale 219, 220  
 Kylie Generation 425  
 Kyoto Agreement 21, 161

## L

labour concern, crisis and 402  
 language 128  
 Latin American school 134  
 leadership and strategic change 345–6  
 League of Arab Nations 116  
 Lee, Ivy 8, 9, 10  
 Leeds Cares 358, 360  
 Leeds Grand Theatre 608  
 Leeson, Nick 401  
 legal departments 32  
 legislation 33  
 legitimacy of publics 246  
 legitimate influence 273  
 leisure 601  
 Lever’s 100  
 Levi’s 337  
 LexisNexis 213  
 liberal democracy 451  
 liberal pluralism, media power and 66, 67, 68  
 Likert scale 219  
 line manager role 346–7  
 linear culture 127  
 linear model of communication 237  
 listed businesses 467  
 literacy 8, 44, 45  
 literary public sphere 177  
 litigation, crisis and 402  
 Live Aid 197, 565  
 lobbying 452  
   identity of lobbyists 454–5  
   public 458  
   role of lobbyists 455  
   skills 455  
   within Europe 452–3  
 local community 193  
 local government communication 589–90  
 location of public relations in organisations 27–32  
 logos 254–5, 276  
 European Union 136  
 political 86, 87

London Stock Exchange 468  
 long-term orientation 127  
 low-context cultures 126  
 loyalty  
   conflicts of 90  
   customer 73  
 Lunn Poly 448

## M

macro (remote; societal)  
   environment 20–2  
 Maecenatism 522  
 magic bullet theory 237  
 mail analysis 190  
 maintenance subsystems 27  
 making representations 455  
 malevolence 399  
 malfeasance 297  
 management by objectives (MBO)  
   187  
 management communication 29  
 management distraction 401  
 management misconduct 399  
 management subsystems 27  
 managerial public relations 40  
 Manchester United plc 470, 478  
 Mandela, Nelson 79  
 manipulative international public  
   relations 132  
 manipulative skills 47  
 market confidence, crisis and 403  
 marketing 416  
   public relations relationship with  
     30–2  
 marketing communication 29  
 marketing communications mix,  
   integrating 511–15  
 marketing communications  
   planning framework (MCPF)  
   model 507  
 marketing mix 416–18, 436  
 marketing refusenik 427  
 Marks and Spencer's 344, 478  
 MARPE curriculum 138, 139  
 Marxists 82  
 masculinity 127, 345  
 mass audience 236  
 mass communication 8  
   media relations and 317  
 mass culture 236  
 Mattessons Walls 408, 411  
 Maxwell, Robert 399  
 McDonald's 20, 101, 123, 241, 242,  
   343  
   McLibel 552, 566, 620  
 McGivern, Michael 51  
 McLibel 552, 566, 620  
 media 117, 502  
   access 125  
   commercialisation, impact of 65

communication during crisis  
   403–4  
 concentration 66  
 content analysis 220–2  
 context 64–6  
 control 125  
 definition 502  
 effects 237  
 ethical issues 299–300  
 European consumption 126  
 fragmentation 628  
 neutrality 513  
 outreach 125  
 ownership 72  
 pluralism 71  
 reaction to crisis 404  
 regulation 67–9  
 theories of 66–7  
 media partnerships 319–23  
 media relations 418–19  
   definition 312  
   ethics and 327  
   EU 136–7  
   importance of 315  
   influence on news agenda 317  
   models of 315–16  
   negotiated news 317–19  
   principles 315–17  
   role of 29, 312–15  
   techniques 327–30  
 megabrands 533  
 Melbourne Gas crisis 412  
 merchandising 502  
 mergers 336  
 messages 194–6, 274–6, 501  
 metanarratives 176  
*mianzi* 157  
 microchip 484  
 Microsoft 100, 116, 313, 492, 622  
 Microsoft UK 496–7  
 mission statements 258, 552, 553,  
   554  
 mixed method approach 215  
 mixed-motive communication  
   149  
 MMO2 100  
 Mobil Oil 171, 254  
 mobile telephone 73  
 modernism 176  
 monitoring evaluation 211  
 monochronic approach 126  
 Monsanto 160  
 Moore, Jo 91  
 moral development, stages of  
   300–1  
 moral panics 237  
 morality 291–2  
 Morrisons 419  
 Mothers Opposing Pollution (MOP)  
   269  
 muckraking 9

multilevel governance 89–90  
 multinational organisations  
   (MNOs) 116, 120  
 Murdoch, Rupert 72  
 music 603

## N

Name That Tag poster campaign  
   581, 582  
 National Archives 227  
 National Association of Local  
   Government Officials  
   (NALGO) 11  
 national culture 25  
   organisational personality and  
   259  
 National Farmers' Union 449  
 national financial and business  
   print media 470  
 National Health Service (NHS) 337,  
   447–8, 591–3  
 National Lottery 601  
 National Society for the Prevention  
   of Cruelty to Children 186  
 National Union of Journalists (NUJ)  
   74, 75, 314  
 National Union of Students 458  
 nation-states 116  
 Nationwide Building Society 421  
 natural crisis 398  
 negative brand perception 510  
 negotiated news 317–19  
 Neil Report (BBC) 75  
 neoliberals 82  
 Nestlé 104, 258, 357  
   Quality Street 420  
 neuromarketing 272  
 new contract 338  
 New York Stock Exchange 468  
 News Corporation 72  
 news gathering 105  
 news media 22  
 news production cycle 105  
 news release, evaluation 216  
 newspapers 64–5  
   circulation 212  
   niche audiences 66  
 Nike 20, 104, 161, 423, 427, 506,  
   508  
 noise, environmental 144  
 Nokia Code of Conduct 151  
 Nolan Committee 457, 458  
 non-cognitivism 292–5  
 non-consequential theories 294–5  
 non-governmental organisations  
   (NGOs) 113, 116, 147, 246,  
   380, 405  
 non-linear culture 127  
 non-professional lobbyists 454  
 non-publics 153

non-verbal behaviour 216  
 normative linkages 23  
 normative theory 144  
 North American Free Trade Agreement (NAFTA) 468  
 North Atlantic Treaty Organisation (NATO) 89, 116  
 Northampton General Hospital trust 343  
 not-for-profit coalition 382  
 NTL 406

## O

O<sub>2</sub> 506  
 obesity 241, 242, 301, 384–5, 391  
 obligation, power and 291  
 Office for Communications (OFCOM) 67, 68  
 offshoring 336  
 oil industry 388  
 Oliver, Jamie 22  
 Olivetti 20  
 Olympic Games 129, 528  
 ombudsman/woman 190  
 online humour 566  
 open planning 504, 505  
 open questions 216  
 open systems model 154, 185  
 operational effectiveness 399  
 operational public relations 40  
 operationalisation 218  
 opportunities to see (OTS) 228  
 opportunity analysis 526  
 Orangina 334  
 organisational activist 177  
 organisational communication 29–30  
 organisational culture 25, 256–9, 344, 345  
   changing 109  
 organisational identity 254–6  
   management strategy 260–1  
 organisational image 253, 263  
 organisational legitimacy and identity 178  
 organisational level  
   company at 98  
   of effectiveness 227–8  
 organisational objectives 193  
 organisational public relations 157, 158, 252–3, 263  
 organisational relationship linkages 23  
 organisational reputation 253–4, 261–3  
 organisational responsibilities  
   to society 103–4  
   to stakeholders 102  
 organisational subsystems 27  
 Orwell, George: 1984 270, 489

outcome as performance measure 227  
 output as performance measure 227  
 outsourcing 336  
 uptake as performance measure 227  
 overt culture 262  
 overt identity 262, 263  
 Oxfam 116, 147, 151, 447, 561  
   Coffee Rescue Plan 117  
 oxygen of publicity 564

## P

Pace Micro Technology plc 474–5  
 pantheon of international public relations 131  
 parody sites 565–6  
 passion marketing 530  
 passive audience 236–7  
 passive publics 150  
 past-oriented cultures 126  
 paternalism 69  
   public interest and 71–2  
 path to purchase 416, 417  
 Peperami 410, 411  
 PepsiCo 254, 343  
 PerCent Standard 97, 99  
 perception management 132  
 personal influence  
   model 122, 155–6  
   public affairs and 453  
 personality and culture 256–9  
 personality types 278  
 persuasion 271–2  
   approaches to 276–7  
   art of 5  
   ethical 283–4  
   justifications for 284  
   message, nature of 274–6  
   psychology and 272  
   resisting 285  
   use of arguments 275–6  
 PEST (EPISTLE) analysis 21, 188, 189, 210, 223, 335, 495  
 philanthropy 98–100  
 Phillis Report (2004) 91, 92, 586  
 physical attractiveness 273  
 pickup systems 401  
 place branding 129  
 planning  
   analysis 188–92  
   approaches 186–8  
   areas of research 211  
   importance of 184–5  
   research and evaluation in 210–11  
   scope 186  
   setting objectives 192–3  
   systems context 185–6  
 pluralism 22, 81, 82, 450–2  
 political backlash, crisis and 402  
 political choice 85  
 political communication 586  
 political economy of media 66  
 political environment, trends in 335–6  
 political participation 85  
 political parties 85–8  
   logos and emblems 86, 87  
 political public sphere 177  
 political recruitment 85  
 polychronic approach 126  
 polysemic meaning 276  
 polysemy of communication 239  
 population  
   defining 221–2  
   sample selection from 222  
 Postbus 51, 586  
 postmodernism 175–7, 604  
 Potter box 301–2  
 power 554  
   obligation and 291  
   types of 273  
 power brands 427  
 power distance 127, 345  
 power relations 66, 67  
 power/interest matrix 194, 384  
 practitioner definition of public relations 5–6  
 practitioner lifecycle 51  
 practitioner roles 159–60, 622–3  
 preferential treatment 359  
 Prescott, John 410  
 prescriptive beliefs 279  
 present-oriented cultures 126  
 press agency 146, 147, 269, 315  
 Press Complaints Commission (PCC) 69  
 pressure groups 88–9, 562–4, 620  
   campaign tactics 565–7  
   developmental perspective 563  
   macro-level perspective 562  
   people, politics and globalisation 567–8  
   publics perspective 562–3  
 price-sensitive information 472  
 private interests 69  
 private shareholders 469  
 privatisation 13  
 proactive programme 24  
 problem definition 211  
 problem-solving process facilitator 29  
 process research 211  
 Procter & Gamble 510, 588  
 prodromes 399  
 production subsystems 27  
 professional bodies 53–5, 291  
 professionalism 52–5, 622–3  
 profile strategy 508



- programme level of effectiveness 227
  - progressive publicists 9
  - projective question technique 220, 221
  - promotion 417
  - promotional mix 417
  - propaganda 147, 268–71
    - defining 269–71
  - proportional representation 80, 81, 85
  - psychographics 277
  - psychological contract 338–9
  - psychology, persuasion and 272
  - public affairs
    - consultancy 25
    - contexts of 450–3
    - definition 449–50
    - ethics and 457
    - knowledge, skills and behaviour 453–7
    - scope of 448–9
  - public communication
    - campaigns 578–80
    - in context 578
    - effects 583
    - many messages 581–2
    - models 583–4
    - process 580–3
    - receivers 583
    - several channels 581
    - source or sender 580–1
  - Public Concern at Work 299
  - public diplomacy 132–3
  - public goods 70–1
  - public interest
    - media and 67
    - paternalism and 71–2
  - public opinion 7–8
  - public relations
    - culture 128–9
    - definition 38–9, 312
    - identity 621
    - influence on society 134–5
    - modern democracy and 90–2
  - public relations agency 224
  - public relations consultancies 116
  - Public Relations Consultants Association (PRCA) 6, 13
  - Public Relations Society of America 6
  - public relations war 133
  - public sector organisations, service mission of 25
  - public service 68, 69
  - public sphere 177–8, 453
  - public will campaigns 579
  - publics 620–1
    - analysis of 189–92
    - for arts organisations 605
    - identifying 193–4, 223
    - in public relations 150–4
      - new thinking on 243–7
      - resource dependency on 246
      - segmentation 194
      - situational theory of 243
      - vs. stakeholders 241–3
    - pull strategy 508
    - push strategy 508
    - python (crisis) 398
- Q**
- qualifications 138
  - qualitative research 214–15, 216, 220
  - quangos 82, 89
  - quantitative research 214–15, 216, 218–19
- R**
- RACE model 187, 210
  - radio 65–6, 470, 602
  - rank order 219, 220
  - reactive programme 24
  - readership 432
  - reasonable person test 387
  - reasoned action, theory 281
  - reasoned persuasion 546
  - reception analysis 239
  - Reclaim the Streets 448
  - Red Cross 113, 116
  - referent influence 273
  - reflective public relations 40
  - reform journalism 9
  - refuseniks 341, 427
  - regional print media 470
  - regulatory frameworks 104–6
  - Reith, John 236
  - relational linkages 23
  - relational orientation 127
  - relationship management 156–60, 540, 541
    - corporate communication as 543
  - relativism 169
  - renqing* 157
  - reporting lines 339
  - representations, making 455
  - representative democracy 69
    - conditions for 80–1
  - reputation 540
    - crisis and 403
    - management 541
  - research
    - areas of 211
    - in assessing public relations plans and proposals 211
    - categories 212
    - community relations programmes 366
  - in defining public relations
    - problems 211
  - designing 211–14
  - in planning and management 210–11
  - for programme impact 211
  - during programme
    - implementation 211
  - in public relations 210
  - methods 215–18
  - notes 469
  - primary 211–13
  - qualitative vs. quantitative 214–15
  - question formulation 221
  - scope 212
  - secondary 211–13
  - starting 213–14
- Residents Against Dibden Bay Port (RADBP) 459–61
- resource dependency of publics 246
  - resources 199–201
  - return on investment (ROI) 347, 506, 530
  - Reuters 336
  - review 205
  - reward programme 359
  - reward/coercive influence 273
  - rhetoric 169–70, 271, 276
  - risk management 33
  - Rockefeller, John D., Foundation 100
  - roles, public relations 29
  - Rome Charter 137
  - Rousseau, Jean-Jacques 7
  - Rover 336
  - Rowntree Foundation 100
  - Royal Dutch/Shell *see* Shell
- S**
- Saatchi and Saatchi 87
  - saboteurs 341
  - Sainsbury, J 318
  - sales promotion 417, 418, 502
    - role of 439–40
  - Salford Triathlon ITU World Cup 320–3
  - Samsung 511, 565
  - Sanitas 521
  - Sarbanes-Oxley Act (2002) 382, 472, 479
  - satellite TV 72
  - Save the Children 113
  - scenario planning 526
  - Scottish Nappy Company 364, 366
  - Scottish Water 90
  - scripted attitudes 280
  - Sea Fish Industry Authority 190, 191
  - second estate 382

- Second-hand Smoke campaign 589  
 sector, industry 24  
 Securities and Exchange  
   Commission (SEC) 469  
 segmentation of employees 340  
 selective processes 587  
 self-efficacy 282  
 self-esteem 277  
 self-interest 284  
 self-referential tendencies 554, 555  
 self-reflection 554  
 self-segmentation 504–5  
 selling, leadership style 346  
 semantic differential 218–19  
 semiotics 276, 604  
 senior adviser 28  
 senior public relations practitioner  
   27–8  
 September 11, 2001 130, 132, 408  
 service mission 25  
 shareholders 469  
 Shell 101, 104, 161, 565–6  
   Brent Spar 101, 161, 245, 269,  
   359, 384–5, 398, 549  
   Film Unit 11  
   publics 245  
 Shell Europe 101  
*Shell Guide* 520  
 Shell UK 95  
 short-term orientation 127  
 short-term sacrifice 410  
 single-issue publics 152  
 situation analysis 188, 211  
 situational ethics 295  
 situational theory of publics 243  
 size, organisational 24  
 skewed management values 399  
 skills, practitioner 44–51  
   categories 45  
   range 50  
   recommendations 48  
 Slate, 60, 99–100  
 sleaze 453  
 sleeper effect 273  
 slow burners 340  
 small to medium-sized enterprises  
   (SMEs) 95, 100  
 SMART objectives 192, 193, 202,  
   225, 261  
 smartLite 441  
 SMCR model 580, 584  
 SMCRE 144  
 Smoke-Free Coventry 591  
 soap opera 70, 325, 356  
 social and cultural environment,  
   trends in 336  
 social audit 371  
 social comparison theory 277, 278  
 social learning theory 281  
 social marketing theory 584–5  
   vs. public relations 586  
 social network analysis 223  
 social psychology 10  
 social responsibility 284, 290  
 social skills 47  
 societal culture, dimensions of 127  
 societal level  
   company at 97, 98  
   of effectiveness 228  
 Society of Independent Public  
   Relations Consultants  
   (SPIRC) 13  
 SOSTAC model 507  
 South Africa, elections 84  
 Spain  
   elections 83  
   key facts about public relations in  
   39  
 spam email 328  
 specialisation of public relations  
   623–8  
 specific projective instrument 220  
 spin 81, 91, 543–6  
   culture of 64, 73, 75  
 Spinwatch 137, 268  
 sponsor, definition 525–6  
 sponsorship 356–8, 421, 524–6  
   career opportunities 534–5  
   context 520–2  
   defining 522–6  
   features and characteristics 530–2  
   industry growth 533–4  
   literacy 535  
   management 526–30  
     evaluation and control 529–30  
     implementation phase 527–9  
     strategic phase 526  
     tactical phase 526–7  
   media and 533–4  
   performance and obligation 532  
   property 421  
   reasons for 521  
   spending on 533–4  
   stakeholder approach 532  
   types 522  
 stage of organisational development  
   24–5  
 stakeholder analysis 102  
 stakeholder approach, sponsorship  
   and 532  
 stakeholder capitalism 551  
 stakeholder mapping 241–3  
 stakeholder responsibility matrix  
   103, 104, 105  
 stakeholders 23–4, 96, 97  
   communications 540  
   crisis and 410  
   organisational responsibilities to  
   102  
   vs. publics 241–3  
 stakeholding 24  
 standardisation 123  
 stand-out 425  
 Starbucks 565  
 step change 486  
 stock market index 468  
 stockbrokers 469  
 Stop the War in Iraq 448  
 story ideas 434–6  
 story leads 168  
 straplines 258  
 strategic education 56  
 strategic internal communication  
   337, 338  
 strategic marketing  
   communications planning  
   507–8  
 strategic public relations 540–1  
 strategy 196–7  
 strategy selection 526  
 Strathclyde Statement 255, 256  
 structural equivalence 223  
 structural holes 223  
 structural international public  
   relations 132  
 subjective norm 281  
 Sugar Information Centre (SIC) 269  
 summative evaluation 225  
 supply and demand 336  
 Surfers Against Sewage 562, 571–3  
 surveys 8, 217–18  
   types 217, 218  
 sustainable business 96–100  
 Swatch 527  
 Swissair 259  
 SWOT 189, 210, 223, 495  
 symmetrical communication 146,  
   147, 149, 151  
 systematic modernism 107  
 systematised organisations 25, 27  
 systems theories 27, 146–54  
   public relations practitioner role  
   within 42, 43

## T

- tabloidisation 65  
 tabloids 65, 316, 324  
 tactics 197  
 takeover cost 479  
 takeovers 336  
 Tallent, Sir Stephen 12  
 TARES test 284  
 task environment 23–4  
 tasks, public relations 29–32  
 Tate Modern 610–11  
 taxation 202, 357  
 team briefing 341  
 teamwork 44  
 technical internal communication  
   337, 338  
 technical skills 47  
 technician education 56

technological crisis 398  
 technology 33, 622, 623  
   communication and 160  
   impact of advertising on 534  
   media and 72–3  
   trends in 336–7  
 telephone helplines 190  
 television 65, 602  
   financial media 470  
   satellite 72  
   sponsorship 533  
 telling, leadership style 346  
 Terrance Higgins Trust 562  
 terrestrial TV channels 65  
 Tesco 347, 361, 506  
 text message 327  
 theoretical pluralism 55  
 theory  
   definition 144  
   role of 51–2  
 think-tank 23  
 third estate 382  
 3Com 254–5  
 3D mummy campaign 201  
 Three Mile Island nuclear disaster 171  
 Tiananmen Square massacre 116, 144  
 time 198–9  
   reputation and 263  
 tipping point 378, 380  
 TOGETHER campaign 581  
 tools and techniques 418–22  
 total brand communication 513  
 tough call 297  
 Toyota Foundation 523, 524  
 tracking studies 530  
 trade associations 570  
 trade journalists 434  
 trade journals 432–6  
 trade unions 11, 560  
 training *see* education and training  
 transactional capitalism 552  
 transformational leadership styles 174  
 transition public relations 135  
 transnational and global companies (TNCs) 72  
 transparency 116, 336  
 trigger points 479  
 triple bottom line 105, 106, 552, 554  
 trust 128, 273, 290, 349  
 truth 272  
 truth telling 299, 300  
 two-step flow of information theory 581

two-way asymmetric model 146, 147, 153, 154, 271, 578  
 Tylenol crisis 399, 400–1, 404  
 typology 147

## U

Ukraine, elections 83  
 uncertainty 551  
 uncertainty avoidance 127, 345  
 UNESCO 116  
 unguided missiles 340  
 Unilever 108  
 Union Carbide 95  
 United Kingdom (UK)  
   approach on financial public relations 466  
   broadcast and media developments 324  
   key facts about public relations in 38  
   public interest in private opinions 11–13  
 United Nations (UN) 89, 114, 116  
   Universal Declaration of Human Rights 294  
 United States of America (USA)  
   branding 130–2  
   cityscape 472  
   Declaration of Independence 294  
   perspective on financial public relations 466  
   private interests in public opinion 8–11  
   sponsorship in 534  
 unknown unknown crisis 398  
 upward communication 347  
 Use Your Head campaign 588  
 Usenet 327  
 uses and gratification theory 238  
 utilitarianism 293

## V

value statements 553  
 values, corporate 95, 96  
 VAT 202, 357  
 video 324  
 Virgin 28, 257  
 virtual communities 116  
 virtue ethics 295  
 vision  
   community relations programmes 366  
   corporate 96  
   organisational 95  
 Vodafone 41, 491

## W

Wallström, Margot 135  
 Walmart 19, 506  
 wannabe 325  
 watchdog 87, 88  
 weak links 340  
 weblog 325, 326, 327  
 websites 436  
 Wellcome Trust 100  
 Westminster City Council BTDT campaign 213–14, 215  
 whistleblowing 106, 109, 299, 325  
 Whitehorn, Will 28  
 Why Start? multimedia campaign 589  
 Winning Game 361  
 win-win zone 149, 150, 543, 551  
 wire services 470, 473  
 Wiwo, Ken Sara 101, 102  
 women 40, 171–4  
 Work Foundation 336  
 World Assembly of Public Relations Associations in Mexico, First 6  
 World Fair (1939) 10  
 World Health Assembly 132  
 World Health Organisation (WHO)  
   116, 382, 384  
   Health for All policy 591  
 World Public Relations Festival 175  
 world trade agreements 336  
 World Trade Organisation (WTO)  
   116, 382, 565, 567  
 World War II 10  
 Worldwide Fund for Nature (WWF) (World Wildlife Fund) 116, 147, 524  
 WPP 511  
 World Wide Web (WWW) in pressure group campaign 565–6

## Y

Yorke, Charles 437–8  
 Yorkshire Bank  
   Flexible Payment Mortgage 426

## Z

zones of meaning 154