

A CONTENT ANALYSIS OF THE EXTENT OF  
INTERNATIONAL COVERAGE IN THREE  
AMERICAN PUBLIC RELATIONS  
PUBLICATIONS,  
1985-1995

By

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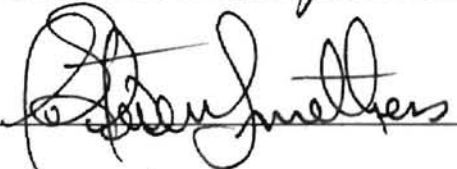
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## TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION.....	1
General.....	1
Background.....	2
Theoretical Framework.....	3
Statement of the Problem.....	5
Purpose of the Study.....	5
Methodology.....	6
Significance.....	7
Limitations.....	7
Thesis Plan.....	8
II. LITERATURE REVIEW.....	10
Facing New Challenges: Chapter Overview.....	10
Competitiveness in the Global Economy.....	11
Theoretical Foundation for International PR.....	14
International Public Relations Practices and Developments.....	18
Evaluation.....	29
III. METHODOLOGY.....	36
Purpose of the Study.....	36
Research Approach.....	36
Research Questions, Hypotheses and Variables.....	37
Sampling.....	38
Data Collection and Analysis.....	39
Limitations.....	42
IV. FINDINGS.....	45
Introduction.....	45
Results.....	45
V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	57
Summary.....	57
Conclusions.....	60
Recommendations.....	62
Concluding Comment.....	65

Chapter	Page
BIBLIOGRAPHY.....	72

## LIST OF TABLES

Table	Page
I. Total Number and Length of Articles Published Each Year in <i>Public Relations Journal</i> .....	47
II. Total Number and Length of Articles Published Each Year in <i>Public Relations Review</i> .....	49
III. Total Number and Length of Articles Published Each Year in <i>Public Relations Quarterly</i> .....	51
IV. Total Number and Length of Articles Published Each Year in the Three Publications Together.....	53
V. Frequencies of Topics Discussed over Time, 1985-1995.....	54

## LIST OF FIGURES

Figure	Page
1. Distribution of Total Number and Length of Articles Published Each Year in <i>Public Relations Journal</i> , 1985-1995.....	48
2. Distribution of Total Number and Length of Articles Published Each Year in <i>Public Relations Review</i> , 1985-1995.....	50
3. Distribution of Total Number and Length of Articles Published Each Year in <i>Public Relations Quarterly</i> , 1985-1995.....	51
4. Distribution of Total Number and Length of Articles Published Each Year in All Three Publications Together, 1985-1995.....	53

## CHAPTER I

### INTRODUCTION

#### General

Globalization has become the buzzword in the last ten years. Over the last decade, concerns about international competitiveness of the United States in the new global economy have become a constituent part of public discourse on U.S. foreign and domestic policies. More and more American businesses are working internationally and facing international competition (80% of U.S. industry now faces international competition according to Robert Frederic, chairman of the U.S. National Foreign Trade Council) but many economists think that American businesses "have not adapted to the global economy but collided with it."<sup>1</sup>

Hampden-Turner and Trompenaars in their book The Seven Cultures of Capitalism claim that the American value set is causing problems for American organizations in the emerging global economy. They say that American organizations must embrace human connectedness that according to them drives global economic activity. Extended to public relations this means that public relations practitioners need to be able to help guide future economic and social growth of the organizations that work in different cultures.<sup>2</sup>

Therefore, public relations assistance is becoming more, not less, important in an environment of global economy. The awareness by public relations practitioners of international practices and associated problems as well as knowledge about other cultures of the global economy also are becoming more, not less important as professionals need to integrate their knowledge with international practice.



## Background <http://www.ijerph.com>

Some economists offer a very optimistic interpretation of the U.S. position in the new emerging global economy and say that "America remains the world's leader in absolute levels of economic productivity."<sup>3</sup> Others are extremely pessimistic and think, "There is no doubt that the United States is up against stiff and increasingly sophisticated competition overseas. Indications are that we are losing ground."<sup>4</sup>

There is an assertion that American enterprises have problems in the global economy because of their obsolete way of looking at the world. Americans are relying on traditional institutions to meet the very untraditional challenges of the global economy.<sup>5</sup> Even those who embrace globalization often do so by simply extrapolating homegrown practices, policies, and attitudes offshore. Hussain Abudawood, a Jeddah-based industrialist, watched in disbelief as American firms surrendered their majority market shares in Saudi Arabia to Japanese and European firms because Americans stubbornly refused to adapt their organizations, communications and products to local needs as the market grew more competitive. "The American attitude," complained Abudawood, "is 'we like ketchup, what's wrong with you?'"<sup>6</sup>

One opinion is widely held though, "the new economy has become an irrefutable fact of life at the end of the twentieth century, inseparable from our way of life."<sup>7</sup> In this environment of global economy public relations assistance is becoming very important. "The key to the problem of how truly to become global can be summarized in one word: attitude. Until you have the attitude that you are truly an international company, not just a U.S. company also doing business abroad, you cannot achieve your goals," says Paul Orefice, chairman of the board of Dow Chemical company.<sup>8</sup>

As the world is growing smaller, PR practitioners are facing a challenge to learn and teach others how to manage communications in the face of these new

global developments, how skillfully to enter and establish businesses in culturally and economically different areas of the world, and how to create tolerance, cooperation and mutual understanding among people with different basic beliefs and ways of thinking.

### Theoretical Framework

The theoretical basis of domestic public relations has reached its stage of maturity and American public relations practitioners have been integrating successfully their theoretical knowledge and practical experience. Surely this great domestic heritage might be used when practitioners go globally.

At least two theoretical formulations have been developed to characterize the nature of public relations.

First, Broom and Dozier developed the role model theory according to which public relations practitioners tend to play the following four major roles: expert prescriber, communication facilitator, problem-solving process facilitator, communication technician.<sup>9</sup>

A second formulation is the Grunig-Hunt evolutionary model that distinguishes among four stages in the evolution of public relations in America. These stages are : press-agent/publicity, public information, two-way asymmetrical and the two-way symmetrical. All four types are viable, applicable in various places and play a role in different situations. However, Grunig reports that excellent public relations focuses on the two-way model, especially the symmetrical version. The book Manager's Guide to Excellence in Public Relations and Communication Management written by David M. Dozier with Larissa A. Grunig and James E. Grunig says that "knowledge to practice two-way symmetrical and two-way asymmetrical communication joins manager role expertise to form the core of communication excellence."

The authors of the book examined differences in excellence across national boundaries analyzing four different countries and concluded that the two-way model, particularly the symmetric version when a public relations practitioner should act as "eyes and ears of the organization" can be successfully applied in other cultures.<sup>10</sup>

There is an interesting opinion that the new emerging field of international public relations has to incorporate theories from interrelated disciplines such as sociology, psychology, political science, comparative management, cultural anthropology, mass communications and developmental communications. Robert Wakefield incorporates a variety of theories to establish a theoretical basis for international and comparative public relations. He studies such phenomena as acculturation, globalization, conflict and turbulence in an international public relations context.

Wakefield says that just as organizational theory has guided domestic public relations research comparative management theory can help with international research.

One of the major issues in comparative management is whether managerial behavior is culture free or culture specific. Some scholars insist that organizations can operate the same way in any nation and be successful, others assert that culture of origin strongly influences organizational behavior. Wakefield is developing and testing a global theory that combines generic and specific variables in public relations, however, he is emphasizing the necessity for research and implication of the two way symmetrical model.<sup>11</sup>

Apparently, a foundation has been created for international public relations theory to guide international practice. Generic/specific theories discussed above have already been tested but there is a need for research in the future to develop a model for analyzing effective practice in international public relations.

was to study the number, length and priority

### Statement of the Problem

American PR practitioners, though being very knowledgeable, experienced and sophisticated about their own market, during the last decade have been experiencing a number of problems while operating in cultures with different basic beliefs and ways of thinking. The factors that contribute to success in a company's domestic market do not necessarily make for success abroad.

Farinelli explained that "public relations has fewer people with international knowledge and experience than any of the other business sectors such as advertising, financial services, and management consulting. We all service the same clients - but public relations has the worst record of all in keeping pace with international changes."<sup>12</sup> A number of sources indicate that those already in international public relations often do not have adequate international expertise.

PR practitioners need new approaches and tactics based on knowledge, education and experience in new cultures because "the only true public relations practitioners are those who understand how business is done across national borders and perform in that context."<sup>13</sup>

### Purpose of the Study

We would expect that major American PR publications should contribute to the process of adapting to the global economy and provide educational materials (articles) on international issues in order to help American PR practitioners obtain necessary knowledge and expertise and adapt their organizations to new surroundings. The purpose of this study is to find out how major American PR publications have paralleled changes in U.S. business participation in the new global economy for the last decade.

The researcher's task was to study how the number, length and priority topics of the articles on international issues changed over the last 10 years in major American PR publications.

Overall, the study will try to identify whether the publications are helping to educate American PR practitioners in regard to the new global developments.

### Methodology

A content analysis of the three major public relations publications of America will be conducted. *Public Relations Journal*, *Public Relations Review*, and *Public Relations Quarterly* published over the last 11 years will be used for the purpose of the study.

There are two major phases in the study. The first one is data gathering and review that examines every issue of each publication for the last 10 years and counts the number of the articles on international issues published for each year, measures their length in pages, and assigns articles into categories (such as cultural differences, economic problems, case studies, ethics and so on).

During the second stage the data will be statistically analyzed in order to identify the difference and trends over time.

The research will attempt answer the following questions:

- 1) How has PR publications content paralleled the changes in U.S. business participation in the new global economy from 1985 until 1995?
- 2) Did the number and length of articles on international issues changed over the years?
- 3) What are the priority international topics discussed in the public relation publications?
- 4) Did the topics change over time?

Generally, the study will try to identify whether the publications are helping to educate American PR practitioners in regard to the new global developments.

### Significance

It will be beneficial for PR practitioners and the publications to know how major American PR publications have paralleled changes in U.S. business participation in the new global economy for the last decade in order to identify their strategies and tactics for the future.

The study will show whether publications provide an adequate amount and quality of educational materials for PR professionals who are facing the new challenges. Perhaps they do not and this is a part of the bigger problem -- the difficulties that American businesses have in the process of adaptation to the new global economy.

The results of the study could serve as recommendations to the publications on how to help PR practitioners develop their international expertise and identify areas for future research.

### Limitations

The study has certain limitations that must be noted.

The analyzed materials are limited to the three publications: *Public Relations Journal*, *Public Relations Review*, and *Public Relations Quarterly*. Public relations practitioners have access to a number of other educational resources, such as books, professional conferences, seminars and others. Given this, the results of the study will not allow general conclusions to be drawn regarding availability of educational information, but only in regard to availability of the materials in these three publications.

In the future it would be useful to conduct a survey of the PR practitioners who work internationally in order to study the educational resources they use for their professional growth and practical activities.

### Thesis Plan

Chapter II of the thesis represents an integrated literature review covering a variety of different topics, such as globalization of the world's economy, U.S. competitiveness in the global economy, new challenges and tasks for public relations practitioners in the new surroundings, and integration of existing PR theories with the new international practices. The debate raging among professionals on how to better operate in different cultures will be addressed in the chapter. Research materials on international PR education also will be discussed in the literature review.

Chapter III is devoted to the methodology of the study. The procedure for sampling, data gathering, processing and analyzing will be explained in detail in this chapter.

The results of the research and interpretation of the findings will be presented in Chapter IV.

Chapter V will summarize all the results of the findings and interpretations. Recommendations will be provided to the publications on how to help practitioners to develop their international expertise, and areas for the future research will be identified.

## ENDNOTES

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<sup>1</sup>Joseph E. Pattison, Breaking Boundaries, (Princeton, New Jersey: Peterson/Pacesetter Books, 1996), 4.

<sup>2</sup>Charles Hampden-Turner and Alfons Trompenaars, The Seven Cultures of Capitalism, (New York: Currency Doubleday, 1993), 107-109.

<sup>3</sup>Henry R. Nau, The Myth of America's Decline, (New York: Oxford University Press, 1990), 3.

<sup>4</sup>Joyce Wouters, International Public Relations, (New York: American Management Association, 1991), 1.

<sup>5</sup>Joseph E. Pattison, Breaking Boundaries, (Princeton, New Jersey: Peterson/Pacesetter Books, 1996), ix.

<sup>6</sup>"U.S. Firms are Letting Saudi Market Slip", Wall Street Journal, (30 November, 1989).

<sup>7</sup>Joseph E. Pattison, Breaking Boundaries, (Princeton, New Jersey: Peterson/Pacesetter Books, 1996), vii.

<sup>8</sup>Preston Townley, "Globesmanship," Across the Board, (January/February 1990), 24-34.

<sup>9</sup>G.M.Broom and D.M. Dozier, "Determinants and Consequences of Public Relations Roles." Paper presented at the meeting of PR Division of Association for Education in Journalism and Mass Communications, August 1989, 37- 39.

<sup>10</sup>David M. Dozier with Larissa A. Grunig and James E. Grunig, Manager's Guide to Excellence in Public Relations, (New Jersey: Lawrence Erlbaum Associates, Publishers, 1995). 179-182.

<sup>11</sup>Robert I. Wakefield, "Interdisciplinary Theoretical Foundation for International Public Relations", International Public Relations, ed. Hugh M. Culbertson and Ni Chen, (New Jersey: Lawrence Erlbaum Associates, 1996), 19.

<sup>12</sup>Jean Farinelli, "Needed: A New US Perspective on Global Relations," Public Relations Journal, (November 1990), 42.

<sup>13</sup>Alyse L. Booth, "Going Global," Public Relations Journal, (February 1986): 23-26.



## CHAPTER II

### LITERATURE REVIEW

#### Chapter Overview: Facing new challenges

The integrated literature review provided below covers a variety of different topics, such as globalization of the world's economy, competitiveness of the United States of America in the global economy, discussion of the new challenges and tasks for public relations practitioners in the new emerging global economy, and integration of existing public relations theories with new international practices.

Over the last decade, concerns about the international competitiveness of the United States have become a constituent part of public discourse on United States foreign and domestic policies. Contradictory views of different scholars, corporate leaders and business analysts in regard to United States competitiveness in the global economy are presented in the first part of the literature review.

The debate on theoretical foundation for international public relations is provided in the second part of the chapter. The theoretical basis of domestic public relations is discussed in terms of how it can be applied to the global context. Two theoretical formulations have been considered: Broom and Dozier's role model theory and Grunig-Hunt's evolutionary theory. Robert Wakefield's generic/specific theories that attempt to incorporate a variety of different theories from interrelated disciplines are discussed in detail.

The third part of the literature review is devoted to the discussion on how better to operate in different cultures, develop international and global networks, and how public relations differs from country to country. Research materials on international public relations education are also addressed in this part of the chapter.

### Competitiveness in the Global Economy

In the 1960's Marshall McLuhan in his book Understanding Media described a new "global village," a world knit together and changed by modern technologies of the electronic age. Since then the global village has been growing rapidly, and the world has become smaller thanks to many factors.

Economic globalization was called "the most remarkable feature of the 1980s."<sup>1</sup> World scholars in many disciplines such as sociology, psychology, political science, economics, developmental communications, etc. have been testing the effect of an increasingly interdependent world on individual societies. So did American scientists, and many of them were especially interested in studying the position of the United States of America in the new emerging global economy. David Rapkin and Jonathan Strand in their book National Competitiveness in a Global Economy stated that "assessing competitiveness construed as an organizing framework for addressing the question 'How are we doing compared to other guys? And Why?' becomes a necessary, albeit imprecise, endeavor."<sup>2</sup>

Over the last decade, concerns about the international competitiveness of the United States have become a constituent part of public discourse on U.S. foreign and domestic policies. Scholars, politicians, corporate leaders and business analysts have held countless conferences, hearings and seminars, and published a growing number of books, reports and articles on competitiveness issues. Taken as a whole, the body of literature on the existence and severity of the U.S. competitiveness problems in the global economy does not provide any conclusions. Some views are extremely pessimistic, some suggest very optimistic interpretation of the U.S. positioning in the global economy.

Henry R. Nau in his book The Myth of America's Decline proves that in the new environment America still remains the world's leader in absolute levels of

economics. But Edward Luttwak makes an estimate according to which by the year 2020 the United States will become a third world country in the global economy.<sup>3</sup> The vast bulk of literature is enormously contradictory but the unanimous opinion is that "the new economy has become an irrefutable fact of life at the end of the twentieth century, inseparable from our way of life."<sup>4</sup>

Joseph Pattison in his book Breaking Boundaries stated that nowadays it is virtually impossible to compete without being globally present. No American company becomes competitive in China, Brazil or Hungary by staying at home. More and more American businesses are working internationally and facing international competition (80 percent of U.S. industry now faces international competition according to Robert Frederic, chairman of the U.S. National Foreign Trade Council<sup>5</sup>) but many economists are rather pessimistic about the U.S. position in the global competition and Joseph Pattison is among them. According to him, "America has not adapted to the global economy. It has collided with it." He illustrates "a steadily eroding global position" of the United States with statistical data some of which are provided below:

Twenty years ago, U.S. firms dominated the list of the world's fifty largest companies; today the number of U.S. entries is only seventeen.

Of the top ten worldwide producers of electronic goods, only one is based in the United States.

In 1960, U.S. firms made one half of all cars in the world -- today they make one fifth; since 1967 the United states has gone from an auto- export surplus to an auto-import deficit of \$60 billion.<sup>6</sup>

He explores the many ways in which existing rules, policies and strategies have exposed the strong anti-global bias that is a constituent element of contemporary American businesses and government. He says that American enterprises have problems in the global economy because of their obsolete way of

looking at the world. According to him Americans are relying on traditional institutions to meet the very untraditional challenges of the global economy.

Even those who embrace globalization often do so by simply extrapolating homegrown practices, policies, and attitudes offshore. Hussain Abudawood, a Jeddah-based industrialist, watched in disbelief as American firms surrendered their majority market shares in Saudi Arabia to Japanese and European firms because Americans stubbornly refused to adapt their organizations, communications and products to local needs as the market grew more competitive. "The American attitude," complained Abudawood, "is 'we like ketchup, what's wrong with you?'"<sup>7</sup>

Given the sharp contrast between the pessimists and optimists, only one thing is certain: the American businesses are facing new challenges in the new global environment. Never before have overseas markets played such an important role in American business. As the U.S. economy becomes more globally interdependent, it becomes increasingly important for Americans to understand the sociocultural environments in which they are working.<sup>8</sup> As one international management specialist put it, "It is usually the human problems associated with working in a different culture that are likely to be critical in the success or failure of their corporate endeavors."<sup>9</sup>

"The key to the problem of how truly to become global can be summarized in one word: attitude. Until you have the attitude that you are truly an international company, not just a U.S. company also doing business abroad, you cannot achieve your goals," says Paul Oreffice, Chairman of the board of Dow Chemical Company.<sup>10</sup>

Hampden-Turner and Trompenaars in their book The Seven Cultures of Capitalism claim that the American value set is causing problems for American organizations in the emerging global economy. They provide a very interesting comment by Akio Morito of Sony:

If you go through life convinced that your way is always best, all the new ideas in the world will pass you by. Americans tend to think that the American system is the way things should work all around the world, but they shouldn't be blind and deaf to how things are done in other countries.<sup>11</sup>

Hampden-Turner and Trompenaars say that American organizations must embrace human connectedness that according to them drives global economic activity. If this is related to public relations this means that public relations practitioners need to be able to help guide future economic and social growth of the organizations that work in different cultures.

Therefore, public relations assistance is becoming more, not less, important in an environment of global economy. As the world is growing smaller PR practitioners have to learn and teach others how to manage new global developments, how to build new relationships and to create tolerance, cooperation and mutual understanding among people with different basic beliefs and ways of thinking.

#### Theoretical Foundation for International PR

What is international public relations? In 1986 Alyse Booth in her article "Going Global" published in The Public Relations Journal implied that the only true international practitioners are those who "understand how business is done across national borders" and perform in that context.<sup>12</sup> Robert Wakefield says that there is no agreement among scholars as to what the field actually involves, though all these new public relations practices have been taking place in the global economy. Not many scholars have made an attempt to define international public relations. Wilcox, Ault, and Agee in their book Public Relations Strategies and Tactics called it "the planned and organized effort of a company, institution, or government to establish mutually beneficial relations with publics of other nations."<sup>13</sup> Grunig

defines it as a broad perspective that will permit the practitioners to work collaboratively with many nations of the world.<sup>14</sup>

A debate is raging about international public relations but it is well known that American PR professionals are very knowledgeable, experienced and sophisticated about their own market. The theoretical basis of domestic public relations has reached its stage of maturity.

At least two theoretical formulations have been developed to characterize the nature of public relations.

First, Broom and Dozier developed the role model theory according to which public relations practitioners tend to play the following four major roles:

1. *Expert prescriber*. Such a practitioner identifies and studies problems, develops programs, and takes major responsibility for implementation.
2. *Communication facilitator*. This role involves acting as a liaison and mediator between an organization and its public.
3. *Problem-solving process facilitator*. Practitioners guide managers through a rational problem-solving process.
4. *Communication technician*. Practitioners produce public relations materials - writing, editing, designing visual messages, and working with the media.<sup>15</sup>

The second formulation is the Grunig-Hunt evolutionary model that distinguishes among four stages in the evolution of public relations in America. These stages are:

*Press-agent / publicity*. Publicity or gaining public awareness for one's client or employer is the focus. Little attention is paid to ensuring accuracy or a favorable reputation.

*Public information*. Practitioners at this stage disseminate accurate information in some depth to develop understanding of the client organization

but negative information is usually withheld.

*Two-way asymmetrical.* Both practitioner and client listen carefully to the public. Research is used to enhance persuasive impact so as to influence the public to meet the client's needs.

*The Two-way symmetrical.* Here again practitioner and client listen carefully to the public, but not to enhance persuasion. They use research in order to reach mutual understanding and adjust client behavior so as to respect and satisfy public needs. The primary goal is not persuasion but the building of relationships.<sup>16</sup>

All four types are viable, applicable in various places and play a role in different situations. However, Grunig reports that excellent public relations focus on the two-way model, especially the symmetrical version. The book Manager's Guide to Excellence in Public Relations and Communication Management written by David M. Dozier with Larissa A. Grunig and James E. Grunig says that "knowledge to practice two-way symmetrical and two-way asymmetrical communication joins manager role expertise to form the core of communication excellence."<sup>17</sup>

There is a chapter in this book devoted to research on "the global qualities of excellence." The research team was interested to know if basic principles of excellence can be applied broadly across national and cultural borders. An alternative opinion proposes that principles of excellence are substantially different in other cultures that do not share a common English heritage. The researchers examined differences in excellence across national boundaries analyzing Canada, the United Kingdom, the United States and Slovenia.

The team concluded that the culture of the larger society in the nations they studied does not seem to affect communication excellence in the organizations of those countries. According to them excellence requires "a knowledge base in the communication department to play the manager role and enact advanced two-way

practices", but the values and beliefs that differ across cultures do not have an impact on communication excellence. Therefore, this team of researchers conclude that the two-way model, particularly the symmetrical version when a public relations practitioner should act as "the eyes and ears of the organization," can be successfully applied in other cultures.<sup>18</sup>

There is another view according to which the new emerging field of international public relations has to incorporate theories from interrelated disciplines such as sociology, psychology, political science, comparative management, cultural anthropology, mass communications and developmental communications. Robert Wakefield incorporates a variety of theories to establish a theoretical basis for international and comparative public relations. He studies such phenomena as acculturation, globalization, conflict and turbulence in an international public relations context. His conclusions are the following:

Global society theories show that as cultures interact, turbulence increases. International media coverage helps perpetuate negative stereotypes, and activists use the media to vent their hostilities towards organizations. This necessitates the use of thorough scanning techniques to identify agents of change and to build relationships with them. Practitioners must become experts in conflict resolution, because conflict is inevitable.

Cultural theories show the need for public relations programs that are sensitive to diverse cultures. The management domain illustrates the value of an open system that adapts to rapid changes and balances a central vision with local implementation. Both cultural and comparative studies suggest that organizations must add broader perspectives to their traditional cultural views.<sup>19</sup>

Wakefield says that just as organizational theory has guided domestic public relations research comparative management theory can help with international research. Applying Brinkerhoff and Ingle's management idea to public relations, Wakefield developed a middle ground between cultural relativism and ethnocentrism:



The theory of generic principles wouldn't deny that different forms of public relations practice can be found in different locations. Instead, it would maintain that not all these forms of practice will be effective in helping organizations resolve conflict and build relationships with their publics. Those that are effective will share underlying generic principles that explain why they are effective. If they do share those principles, then each different practice will constitute a specific example of how that principle has been applied.<sup>20</sup>

One of the major issues in comparative management is whether managerial behavior is culture free or culture specific. Some scholars insist that organizations can operate the same way in any nation and be successful, others assert that culture of origin strongly influences organizational behavior. Wakefield is developing and testing a global theory that combines generic and specific variables in public relations. However, he is emphasizing the necessity of research and implications of the two way symmetrical model.

Some researchers recognize the significance of third-culture practitioners. By this they mean individuals who cross the boundaries through international education, cultural exchange and so on. The practitioners move in and out of different cultures and as the result are able to promote understanding between different cultures. Bovet wrote that some public relations firms have already acknowledged the importance of establishing a core of third culture practitioners.<sup>21</sup>

Apparently a foundation has been created for international public relations theory to guide international practice. The generic/specific theories of Wakefield discussed above have already been tested but there is a necessity for research in the future to obtain a model for analyzing effective practice in international public relations.

## International Public Relations Practices and Developments . Amen . . .

At the beginning of 1986 Alyse Lynn Booth, a specialist in international business, marketing strategy and public affairs, in her article entitled "Going Global" says, "Despite the risk and the headaches, the globalization of public relations does not seem to be a temporary trend. It is an idea whose time appears to have come." At the time the author analyzed three factors that contributed to the growth of international public relations. First, U.S. corporations have expanded overseas activities, and foreign companies have started to move aggressively into the U.S. The major financial markets have become globalized as well. The trend towards globalization of the media is the second reason according to Alyse Booth. The third development is the increasing sophistication and growth of the profession overseas. The U.S. no longer has a monopoly on public relations.

Given these three factors, she concludes that an explosion of international public relations is inevitable. "The Japanese are catching up with us in understanding the value of public relations as they deepen their reach into the U.S. and other foreign markets. So are other foreign companies. And undoubtedly, U.S. companies are also going to need public relations as they move into unfamiliar territory. For the public relations practitioner, the challenge of public relations on a global basis is just the beginning."<sup>22</sup>

International public relations is not an absolutely new field, though. Back in 1962 Philip Lesley included a section on it in his Public Relations Handbook (written by T. Joseph.) At that time when businessmen were just beginning to carry public relations programs to foreign publics, Joseph recognized that relationships with foreign publics are most effective when they can be localized, "language by language and ethnic group by ethnic group." However, he says that "the practice of public relations across the world shows a reassuring similarity of results when professional techniques are applied."<sup>23</sup>

In 1962, overseas markets did not play an important role in American business and not many scholars were interested in studying the issue of international public relations. The section on international public relations had just 17 pages in more than 900 pages of Lesley's book.

The whole situation has changed dramatically in the last 10 years after overseas markets began to play a more important role in American business, and foreign companies started to introduce to the United States products that compete with established products or offer something completely new. The topic of international public relations has prompted a new perspective and special significance because of these developments on the international business scene during the last decade.<sup>24</sup>

Ever since a Harvard Business School professor developed his theories about global products and markets at the beginning of the 1980's the debate about global marketing and global advertising has been raging.

That professor was Theodore Levitt. He said that in the new global economy corporations will have to recognize and utilize similarities if they want to be successful and profitable. According to him modern communication technologies have created a worldwide commonality of interest that surpassed national interests, and consequently successful global marketing must have a common brand name, packaging, and communications. "If a company treats the world as one or two distinctive product markets, it can serve the world more economically than if it treats it as three, four or five product markets."<sup>25</sup>

Uri Dadush, chief executive officer of Business International, supports Levitt's ideas saying that "being global means that you envision the world as one market and develop strategies that allow you to feel at home in the world's major regions." He considers a strong global image as one of a company's most valuable assets.<sup>26</sup>

Before 1990 most of the literature on international public relations tended to focus on how those working for western organizations, multinational corporations in particular, could best practice abroad. All these studies, while being useful, concentrated on adaptation of Western approaches, not on developing new ones specifically for varied sociocultural settings around the world.<sup>27</sup>

Robert Leaf, chairman of Burson-Marsteller International, says that "the greatest impact for international public relations as the 1990s started was the increased cross border activity of many corporations." At that time the companies entered such areas as the Pacific Rim, China, Russia and Eastern Europe where they never ventured before. Robert Leaf wrote that "this flurry of new activities changed dramatically the profile of the average public relations executive needed around the world."<sup>28</sup>

This "flurry of activities" of the last five years was marked by the explosion of publications and studies devoted to different issues related to international and global public relations. Many studies have been conducted to examine how the political, economic and cultural climates shape public relations practices around the world, what roles public relations people play around the world, what educational background these people have as well as providing practical guidance on training for and managing in a multicultural work setting.

The issue of generic/specific principles and their applications is still at the center of attention. Some say that public relations must be different in every society to fit the culture of that society. Others maintain that a single approach is appropriate for all societies, although the approach developed generally reflects the cultural assumptions and values of the society in which it originated. Proponents of the global approach argue that cultural differences do not mean too much as modern communications make consumer demands universal. Generally, however, it appears that the middle ground global/local principle of international public

relations is widely recognized and followed. In accordance with this principle, public relations professionals set overall policy and institutional objectives with a global perspective at headquarters; at the same time, communication campaigns are designed and implemented at the local level, by employees or contractors who are members of the local culture.<sup>29</sup>

A distinction should be made between international and global public relations and marketing as economists say that multinational and global corporations are not the same thing. Theodore Levitt defines them as follows:

The multinational corporation operates in a number of countries, and adjusts its products and practices in each -- at high relative cost. The global corporation operates with resolute constancy at low relative cost -- as if the entire world (or major regions of it) were a single entity; it sells the same things in the same way everywhere.<sup>30</sup>

Wouters in her book International Public Relations tells about a panel in which Professor Levitt participated several years ago with representatives of major advertising agencies that operate in many countries of the world. They discussed problems in shifting from a multinational to a global outlook and considered withdrawing autonomy from personnel accustomed to operating independently, looking for universal advertising themes and brand positioning to take advantage of global facilities. Joyce Wouters argues, "Yet the idea that a company can operate as if the entire world were a single entity is something more aptly discussed under reality versus fantasy."<sup>31</sup> She says that although more products are marketed on a global basis, most are adjusted to a particular marketplace because of customer demand in different nations for different product features. She supports her idea with the following observations:

McDonald's Corp. sells beer in Germany, mango shakes in Hong Kong, and a different hamburger in Japan from what it sells in the United States. Even

when the product itself is standardized, the branding, positioning, and promotion may be different according to local conditions.

When Coca-Cola tested its Diet Coke in Japan and Europe, which had been highly successful in the United States, it found that the word *diet* conveyed medical connotations. By calling the drink Coca-Cola *Light*, it was able to successfully market the product.

Even Coca-Cola, long viewed as the most generically marketed of all products tailored the package, if not the product to the market place. As it spread across countries, the logo was adapted to local language and eventually the container was adapted to local tastes.<sup>32</sup>

Wouters concludes that marketing and public relations need to be highly sensitive to cultural differences.

Edward Grefe in his book The New Corporate Activism wrote that doing business in different nations, requires a different way of thinking. He conducted interviews with public affairs executives with international responsibility and found out that "one of the themes heard repeatedly is the problem faced by 'ugly Americans' who display an unwillingness to compromise, saying their company will be involved only as long as things are done in the American way." He says that the culture of the United States values the individual over the collective good; in most of the rest of the world, it is the other way around.<sup>33</sup>

S. Prakash Sethi, Associate Director of the Center for Management at the City University of New York's Baruch College, commented:

There is not the degree of animosity between public and private interests elsewhere that exists here. Corporations, for example, rather than being adversarial toward social programs, have bought into the welfare state. In that sense, a Volvo is different than a General Motors, Volvo having accepted the cradle-to-grave benefits it is expected to provide for its employees, while GM, like its American counterparts in the auto industry and elsewhere, remains opposed.<sup>34</sup>

Stephen Banks in his book Multicultural Public Relations stated that "Public relations practice is potentially filled with embarrassments, missed

opportunities, and inadequate performance that can result from misunderstanding cultural differences."<sup>35</sup>

David M. Grant provided a personal example of what might happen to a public relations practitioner who is insufficiently aware of cultural differences. He was involved in a publicity program for a high-priced European client. Although he achieved excellent press coverage the client was not satisfied. The European manager expected Grant to develop relationships with the targeted industries and media markets and to socialize with necessary people. The client even complained that the agency's expenses were too low, and finally switched agencies. Grant analyzed his problem and concluded that "when you are dealing with a foreign culture you must make sure that your concept of good public relations practice is the same as your client's."<sup>36</sup>

Understanding of the local culture and having the ability to use that understanding effectively is the greatest need an individual or a company has when working internationally. This understanding is complicated when one deals with an environment that includes different languages. Stories and anecdotes are numerous on the results of improper translations. A translated financial release in Italy, when referring to the market, used a word relating to a supermarket rather than a stock market as an ideal place to float shares. One translation of a technical story had the phrase "water goat" -- the original English was "hydraulic ram."<sup>37</sup>

A name of a company or product might be a problem, too, as it should work well in any language. It is common knowledge that Chevy Nova means Chevy "no go" in Mexico, and that Colgate means "hang yourself" when given in Spanish pronunciation, "Col-gah-tay."<sup>38</sup> All these stories indicate that there are serious reasons for obtaining local public relations help.

This need for local public relations help caused an intensive growth of the consultancy business throughout the world in the last several years. Many

countries now have capable consultancies that vary from local offices of large multinational organizations to small representations with one or two persons. Consultancies are not always efficient because of cost and distance. Robert Leaf from Burson-Marsteller says: "No consultancy replaces the need for internal public relations competence. To function effectively, the public relations firm must deal with a professional internal public relations staff. This is especially true when the consultancy is abroad and the client is in the U.S., because distance and cultural differences can lead to confusion and misunderstanding." Trying to meet the needs of their multinational clients, public relations agencies are developing global network using different approaches. Some, as Burson-Marsteller, have wholly owned offices. Others work together with local organizations under one umbrella.<sup>39</sup>

International and in some cases global networks have been developed by public relations agencies in different ways such as growth, acquisition, purchase, and affiliation. Public relations companies use different methods for establishing global presence. Burson-Marsteller exercises strong control over its foreign offices and offers clients the capability of servicing global needs. Hill and Knowlton buys companies outright and puts its name on them to ensure full control. It also has a network of affiliates.<sup>40</sup>

Robert Leaf says that selection of a public relations firm and program depends upon the job to be done and funds available. He suggests differentiation between two different kinds of public relations programs -- corporate and product. According to him stronger central control is necessary with corporate programs, but in the case of marketing oriented programs most of the input should come from local organizations because they are close to the market. It depends also on the country where a company is going to carry out a program.<sup>41</sup>

Only recently, scholars started to study how public relations differ from country to country. The field of public relations has spread rapidly throughout the



world in recent years. Through much of the 20th century public relations grew primarily in the United States as a formal occupation. Today it employs tens of thousands of professionals all over the world.

Ni Chen from the University of Toledo conducted a study that examines the process by which an occupation with Western roots -- public relations - has diffused and evolved within the People's Republic of China. The introductory stage of public relations development lasted from 1980 to 1985 and paralleled China's move toward a partial commercial economy. Public relations developments were considered by Ni Chen as a multidimensional process. Her conclusion is that Chinese public relations differ from Western public relations. According to her "differences lay in the social, political, and economic systems; cultural traditions, values and morals, and also ultimate purposes or goals of practicing public relations." High emphasis is placed on guest relations among Chinese practitioners. Chinese culture tends to mix personal and public relations, and "personal relations are central to the culture, the saliency of relationship building -- guanxi -- seems inevitable." She concludes that public relations programs should be sensitive to diverse cultures. However, Ni Chen says that Broom and Dozier's role theory and Grunig and Hunt's 4-stage evolutionary model proved useful in studying Chinese public relations.<sup>42</sup>

A number of similar studies were conducted in Thailand, India, Philippines, Japan, Saudi Arabia, Costa Rica, Finland, Germany, Eastern Europe, in South and Central America. and some other countries. Some of the studies were pulled together and published in 1996 in the book International Public Relations edited by Hugh Culbertson and Ni Chen. All studies show quite clearly that a nation's political system and culture shape its practice of public relations.

K. Sriramesh conducted his study in India. He focused on the fact that India has long been a stratified society. Until a few decades ago social status was determined by birth under the caste system. Partly as a result of this, various

groups in Indian society seldom engage in a genuine dialogue. According to Shriramesh this has hampered the evolution of two-way communication to a certain degree.<sup>43</sup>

In oriental societies such as China, Japan, as well as in Latin America and Saudi Arabia personal interaction has an extreme importance. These cultures require establishment of a sense of trust, mutual understanding, and loyalty among those engaged in almost any undertaking.

Anne Cooper-Chen who examined public relations in Japan commented that public relations Japanese style will never "go West" because the "homogeneity of Japanese society leaves little room for incorporating outside elements." She says that certain Western matters of concern never become issues in Japan. "In Japan, values, especially the overarching value of *wa* (harmony or concord), affect public relations practice. Harmony means that consumers do not engineer boycotts very often, that the media do not investigate business practices, that trust exists between employers and employees, and that group welfare prevails over individual desires."<sup>44</sup>

A study conducted by Alanazi in Saudi Arabia indicates that Broom's role-model theory developed in the West, does not perfectly explain the profession as it is practiced in Saudi Arabia but provides a general analytical tool. Exploratory factor analysis revealed two roles of public relations practitioners - managerial and technical. Alanazi emphasizes that Saudi Arabia is different from the West in many ways, and this is the reason why role-model theory developed in the West does not explain the profession in the country.<sup>45</sup>

Studies on the Philippines, Singapore, Malaysia and Thailand, where the governments pursue unifying ideologies and a sense of national pride, indicate business public relations tend to be asymmetrical and oriented towards persuasion.<sup>46</sup>

However, Grunig with his team of researchers examining differences in excellence across national boundaries concluded that in nations they studied (Canada, the United Kingdom, the United States and Slovenia) the culture does not seem to affect communication excellence in organizations of these countries. The results of the research suggest that "the principles of excellent public relations provide the basis for a global set of public relations principles that can be applied in most cultures and political systems." But strategic research is needed to adjust them to different cultures and political systems.<sup>47</sup>

Dean Kruckeberg, examining international public relations focuses on ethical philosophical discourse. He asked all the same questions except that his main interest was ethics. When in Rome, should practitioners and their clients always do as the Romans do? He is considering ethical principles that should govern the ethical decision making processes. For instance, giving jobs to family members and paying bribes are prohibited in the United States but are often acceptable elsewhere. What principles should American practitioners follow? Kruckeberg says there is a need to develop universal ethical principles.<sup>48</sup>

The rest of the 20th century will create economic and social challenges to public relations practitioners worldwide. The education of practitioners is important to overcome the problems. Public relations education was developed initially in the United States, and America continues to train foreign practitioners and to export American practitioners and theories.

Today almost every U.S. university offers a public relations major or minor. Pratt and Ogbondah in their study devoted to issues of international public relations indicated that there is a "crucial need for expanded U.S. public relations curriculum." They say that "students -- tomorrow's practitioners -- need be equipped with a broad knowledge of the world. For public relations students, this requires study of the history, development, and public relations practices, not just in

the United States, but in other societies as well." They see an urgent need for international public relations courses.<sup>49</sup>

Culbertson and Chen conducted a study of 33 American universities offering master's programs with at least two graduate-level courses that have the phrase "public relations" in their titles. Hundreds of foreign students are arriving in the United States of America to study public relations. The researchers wanted to know what these people study or have a chance to study. Their findings indicate that only six institutions offer a course devoted primarily or entirely to international public relations. Overall, curricula for these students followed a model often associated with schools of journalism. Heavy emphasis was given to overall communication theory as well as to writing, editing and layout skills. They conclude that in serving international and domestic students, educators must strive for true integration of theory with practice.<sup>50</sup>

More and more work needs to be done as public relations assistance is becoming so much more important in the environment of global economy. Awareness by public relations practitioners of international practices and associated problems as well as knowledge about other culture of the global economy is becoming a vital necessity as professionals need to integrate their knowledge with international practice.

### Evaluation

The literature review has reported contradictory opinions of different scholars, corporate leaders and business analysts on many issues related to international public relations.

American scientists have been studying the effect of an increasingly interdependent world on the society and trying to evaluate U.S. competitiveness in

the global economy. Taken as a whole, the literature on existence and severity of the United States competitiveness problems in the global economy does not offer any conclusions.

Some views are extremely pessimistic, others have a very optimistic interpretation of American positioning in the global economy. The unanimous opinion is that the new economy has become an inseparable fact of life and it is now virtually impossible to compete without being globally present. Applied to public relations this means that public relations practitioners need to be able to help guide the future economic and social growth of the organizations that work in different cultures.

Apparently, international public relations is not an absolutely new field. In 1962 Philip Lesley included a section on it in his Public Relations Handbook.<sup>51</sup> But still there is no agreement among scholars as to what the field actually involves, nor is there agreement among scholars on how the political, economic and cultural climates shape public relations practice around the world.

Before 1990 most of the literature on international public relations focused on how those working for Western organizations, multinational corporations in particular, could be practiced abroad. Over the last six years, the debate on international public relations has exploded and a number of studies on different issues have been published.

The literature indicates that a foundation has been created for international public relations theory to guide international practice. The discourse is focused on generic/specific principles and their applications. So far no agreement has been achieved among scholars in regard to theoretical principles that should be applied for international public relations. Some say that public relations must be different in every society to fit the culture of the society. Others maintain that a single approach is appropriate for all societies. Generally, however, the middle ground

global/local principle is widely recognized. According to this principle public relations professionals set overall policy with a global perspective at headquarters but communication campaigns are designed and implemented at the local level by members of the local culture.

Generic/specific theories have already been tested but there is a need for future research to develop a model for analyzing effective practice in international public relations. By now many studies devoted to the public relations profession in other countries have been conducted. It must be noted though, that most of these studies on the profession in other countries have relied on the instruments developed in the United States. Few researchers have acknowledged the rather limited scope of structured questionnaires. In the future it would be interesting and useful to use open-ended questions with the intention of giving respondents greater flexibility that will enable researchers to learn more about local characteristics and situations.

Scholars have studied public relations techniques, global networks, processes and developments of programs, goals, objectives and strategies, and have discussed the two-way symmetrical model, but rarely one can read about genuine public opinion in regard to international public relations practices. Public relations practitioners' main goal should be to become familiar with various publics in different countries. More work has to be done in this regard. Practitioners have to hear the real voices of the publics and clients, study public opinions and adjust their practices in accordance with them. Today, to be credible and effective (especially in the totally new surroundings), organizations and those who speak for them need to participate in ethical and responsible dialogue with the publics of the organizations.

## ENDNOTES

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## CHAPTER III to find the major stages The

### METHODOLOGY

This chapter is devoted to the methodology of the study. The procedure for sampling, data gathering, processing and analysis will be explained in detail in this chapter.

#### Purpose of the Study

The purpose of this study was to find out how major American public relations publications have paralleled changes in U.S. business participation in the new global economy over the last decade.

The researcher's task was to study how the number, length and topics of the articles on international issues changed over the period from 1985 to 1995 in three major American PR publications.

Overall, an attempt was made to identify whether the publications are helping to educate American public relations professionals in regard to the new global developments.

#### Research Approach

A content analysis of the three major American public relations publications was performed for the purpose of the study. Content analysis according to Kerlinger is a method of observation. Content is the "what" of the "who says what to whom, how, with what effect" in the communication process.<sup>1</sup> The content analysis was employed in the study as the most appropriate method for examining differences and changes over the period from 1985 to 1995 in three major American PR publications, though the method has certain limitations. *Public Relations Journal*, *Public Relations Review*, and *Public Relations Quarterly* published from

1985 until 1995 were used for this study. The study had two major stages. The first one was data gathering and review that examined every issue of each publication over the last decade and counted the number of articles on international issues published for each year, measured their length in pages, and noted the topics discussed in the articles. During the second stage the data were statistically analyzed in order to identify the differences and trends over time.

### Research Questions, Hypotheses and Variables

The study attempted to answer the following research questions:

- 1) How has PR publication content paralleled the changes in U.S. business participation in the new global economy for the last decade?
- 2) Did the number and length of articles on international issues change over the years?
- 3) What are the international topics discussed in the articles in the public relations publications?
- 4) Did the topics change over time?

The null hypotheses of the study were as follows:

- 1) The number and length of articles on international issues did not change over eleven years from 1985 until 1995.
- 2) There are no differences among the proportion of articles on different topics in different years.
- 3) The topics did not change over time.

The following variables were considered in the study:

Independent variables: Articles on international issues, categories of topics discussed in the articles, time.

Dependent variables: Number and length of articles on international issues published per year; frequency of topics per year.

## Sampling

*Public Relations Journal*, *Public Relations Review* and *Public Relations Quarterly* were selected as the sources for this content analysis because these are the most prominent professional periodicals in the field. They are produced in magazine rather than newsletter format, which generally means that more space can be devoted to articles.

*Public Relations Journal* is the oldest professional periodical in the field. It was published from 1945 until 1995 by the Public Relations Society of America. The articles published in the magazine were written both by the staff and by many contributors ranging from professionals to freelancers. It was a monthly publication, every issue of which contained from 40 to 45, sometimes 50 pages. The circulation of the magazine was 200,000. The publication was discontinued in 1995.

*Public Relations Review* is a journal devoted to articles that examine public relations in depth. Articles based on empirical research undertaken by professionals and academics in the field are published in the journal. The journal also publishes notes on research in brief, book reviews and research on social science and evaluation. It is a quarterly publication with a mid-year bibliography issue. *Public Relations Review* has been published since 1975 by the *Foundation for Public Relations Research and Education*. Before 1990 every issue of the magazine had an average of 60 to 70 pages. In the last six years every issue contained about 100 pages on average. The circulation of the magazine is 2,500.

*Public Relations Quarterly* was started in 1963. It is a quarterly publication containing an average of 35 to 40 pages. The articles published in the magazine cover a variety of professional topics and academic research on the field, and they are written by public relations professionals and scholars. The circulation of the magazine is 6,000.

The sample covered articles on international public relations issues published between 1985-95 allowing for an adequate number of articles for consideration. But what is more important, this time period provided the latitude to follow the changes and trends over the decade, which is considered by many scholars as a time of dramatic changes towards globalization in the world economy.

The review of every issue of the three publications over the decade identified all the articles related to international public relations developments associated with new corporate activism and globalization of the world economy. But it must be noted that articles devoted to topics such as international diplomatic, governmental, sports, tourism public relations and some others have not been considered for this study because these topics did not emerge in the last decade but have been in existence for a long time before. Only articles devoted to the issues that are associated with globalization of the world economy and increased cross border activities of corporations were considered for the purpose of the study.

Globalization made more American businesses face international competition and public relations practitioners have faced new challenges as a result of that. The study focused on the discussion around the new challenges and practices. The decision as to whether to include or exclude a certain article related to international public relations was made solely at the researcher's discretion, and this is one of the limitations of the study.

### Data Collection and Analysis

The content analysis considered first, the articles themselves, and second, the content of the articles. There were two major phases in the study. The first one was data gathering and review. During this stage every issue of each publication for the decade was examined. The number of articles on international issues published for each year was counted, and their length was measured in pages.

While measuring length, all space devoted to the article, including photographs, was counted, not only text. Then the frequency of topics discussed for each year was counted. If an article discussed two or several topics it was counted in each topic category.

The categories of topics were as follows:

*The PR profession in other countries* -- all articles and studies devoted to the PR profession in other countries were included in this category. The articles and studies discussed a variety of different issues such as earnings, gender, demographics of PR professionals in other countries, professional techniques used in different countries and even satisfaction of PR professionals with their jobs and their perception of their ideal and actual professional and nonprofessional values.

*Education* -- articles and studies devoted to international public relations education and training for Americans and PR practitioners of other countries.

*Ethics* -- articles and studies on differences and similarities in ethical standards and discussion in regard to universal ethical standards.

*Working with Foreign Clients* -- articles discussing experience of American PR professionals with clients from other countries.

*General Discussion and Analysis* -- articles that discuss and analyze new challenges of globalization, and U.S. competitiveness in the new global economy, how to adapt strategies and reposition organizations and prognosis for the future.

*Case Study* -- studies of a particular PR campaign or experience of a certain company or a whole industry, as well as small articles or notes about success or failure of a company or campaign in the foreign markets.

*Media Relations* -- articles discussing relations with the media and networking in foreign countries.

*Marketing PR* -- articles devoted to international public relations marketing.

*Culture, language* -- articles discussing cultural and language differences as well as articles providing information on economics , politics or other issues in regard to different countries.

*Theoretical Aspect* -- articles and studies discussing theoretical aspect of international public relations.

*Investor Relations* -- articles discussing relations with foreign investors.

*Public Opinions* - articles and studies on foreign publics' opinions.

*Observations and Impressions* -- articles representing lively opinion of professionals or readers of the magazines in regard to public relations practices in other countries and problems associated with them.

During the second stage the data were statistically analyzed in order to identify differences and trends over time.

The statistical procedures chi-square was used to examine differences among numbers of articles, their length and frequency of topics discussed in different years.

The chi square according to Kerlinger is one of the simplest and yet most useful statistical tests. The test helps a researcher determine if obtained results differ significantly from those expected, Results that are considered statistically significant warrant further analysis since they do not occur by chance alone.<sup>2</sup>

Crosstabs were done for the numbers of articles and topics to examine relationship. Descriptive statistics were used to report frequency of articles and topics.

#### Limitations

The study has certain limitations.



The study was focused on the discussion of the new challenges and practices in international public relations that emerged as the result of the latest developments in the global economy. Only articles devoted to the issues that have emerged as the result of globalization of the worlds economy and new corporate activism were considered for the purpose of the study. The decision on whether to include or exclude a certain article was made solely at the researcher's discretion.

Content analysis was employed for the purpose of the study. Though being generally sufficient it has certain limitations. On the one hand articles and content categories were quantified in an attempt to grasp credibility. But demanding credibility in measuring, the question about reliability becomes urgent. The reliability problem concerns the question whether different individuals at the same point in time or at different points in time reach the same conclusions regarding the text of the articles.

Preben Sepstrup in the book Advances in Content Analysis says that content analysis is blamed for isolating and atomizing the text, and content analysis procedures provide only limited solutions.<sup>3</sup>

A combination of qualitative and quantitative approaches might offer better possibilities for future research in the area of international public relations in order to gain a more comprehensive view of many global issues.

The analyzed materials were limited to three publications: *Public Relations Journal*, *Public Relations Review*, and *Public Relations Quarterly*. Public relations practitioners have access to a number of other educational resources, such as books, professional conferences, seminars and others. Given this, the results of the study will not allow general conclusions to be drawn regarding the availability of educational information, but only in regard to availability of the materials in these three publications.

In the future it would be useful to conduct a survey of PR practitioners who work internationally in order to study the educational resources they use for their professional growth and practical activities.

## ENDNOTES

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<sup>1</sup>Fred N. Kerlinger, Foundations of Behavioral Research (New York: Holt, Rinehart and Winston, Inc., 1974), 127.

<sup>2</sup>Ibid.

<sup>3</sup>Preben Sepstrup, "Methodological Developments in Content Analysis" in Advances in Content Analysis, ed. Karl Eric Rosengren (London: SAGE Publications), 139.

CHAPTER IV *Public Relations Journal*

## FINDINGS

## Introduction

A content analysis was employed in this study as the most appropriate method for examining differences and changes in regard to the articles on international public relations over the period from 1985 to 1995 in three major American PR publications.

*Public Relations Journal*, *Public Relations Review*, and *Public Relations Quarterly* published from 1985 to 1995 were used for the purpose of the study. The study contained two major stages. The first one was data gathering and review that examined every issue of each publication over the last decade and counted the number of articles on international issues published for each year, measured their length in pages, and topics discussed in the articles were assigned to categories. During the second stage the data were statistically analyzed in order to identify differences and trends over time.

## Results

The total number of articles dealing with international public relations that are associated with the new corporate activism and globalization of the world economy during this period was 219. The total length of the articles was 695.5 pages. The data were analyzed by chi-square tests.

Overall, analysis of the data reports a significant increase in the number and length of articles on international public relations in the last six years of the examined period of time when all three publications were considered together. However, a statistically significant difference was not observed for the *Public*

*Relations Quarterly* considered separately. But both the *Public Relations Journal* and *Public Relations Review* had a significant increase in the number and length of articles on international public relations and their length after 1990. It must be noted though, that the number of articles jumped up in 1990 for *Public Relation Journal* and in 1992 for *Public Relations Review*. Further growth in number and length was not observed.

#### *Public Relations Journal*

The total number of articles on international public relations published in the magazine over eleven years was 148. The total length of the articles was 205 pages.

Simple chi-square tests were performed to examine the difference between the number of articles on international public relations published in different years over the period from 1985 until 1995. Calculated  $\chi^2 = 67.24$ . Critical value at  $df=10$  and 95% confidence level is 18.3. The difference is significant which means that the null hypothesis is not supported. There is a statistically significant difference between numbers of articles on international issues published in different years over the decade. A significant increase in number of articles was observed after 1990. There is a relationship between time and number of articles on international public relations. The coefficient of determination 0.31 means that the time variable explains 31% of variation in number of articles. Calculated contingency coefficient 0.558 indicates that the strength of the relationship between the time variable and number of articles is moderate.

The analysis of the articles' length by chi-square over the decade revealed similar results. Calculated  $\chi^2=59.6$ . Critical value at  $df=10$  and 95% confidence level is 18.3. The difference is significant which means that there is a difference in total length of articles published in different years over the time period studied.

The length of articles was significantly increased after 1990. Coefficient of determination is 0.23 which means that the variable of time can explain 23% of variation in total length of articles published per year. Calculated contingency coefficient 0.447 indicates that the strength of the relationship is moderate.

Table I shows the numbers of articles published each year and total numbers of pages devoted to the articles each year.

Table I

Total Number and Length of Articles Published Each Year in *Public Relations Journal*, 1985-1995.

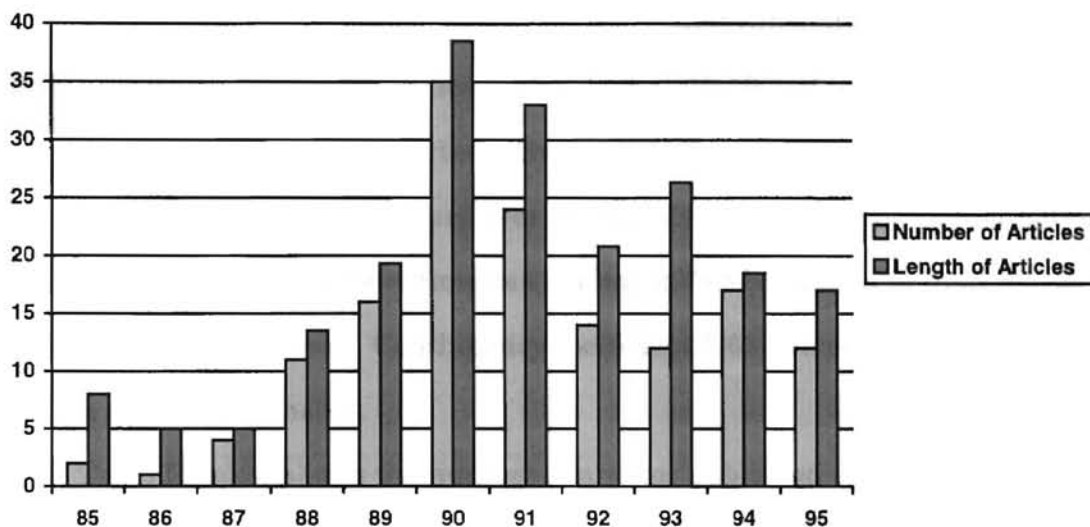
	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	Total
Number	2	1	4	11	16	35	24	14	12	17	12	148
Length	8	5	5	13.5	19.33	38.5	33	20.8	26.33	18.5	17	205

Looking at the original data it can be seen that 78% (114 articles) were published in the last six years of the period. For comparison, 34 articles or 22% from the total number of 148 articles were published during the first five years. During the first half of the eleven years the number of articles fluctuated from 1 to 16; the length - from 5 to 19.33. The year 1990 was marked by the biggest number of published articles which was 35. This significant increase was due to the fact that *Public Relations Journal* published a special issue in that year devoted to global public relations. Then the number of articles fluctuated from 12 to 24 per year.

Figure 1 below visually demonstrates the distribution of the numbers of articles published each year and total numbers of pages devoted to the articles each year.

Figure 1

Distribution of Total Number and Length of Articles Published Each Year in *Public Relations Journal*, 1985-1995.



Looking at the Figure 1 above one can observe that the number of articles jumped up in 1990 for *Public Relations Journal*. Further growth in number and length was not observed.

#### *Public Relations Review*

The total number of articles on international public relations published in the magazine over the 11 years was 39. The total length of the articles was 390 pages. It must be noted that *Public Relations Review* is a quarterly academic publication. The size of the articles published in the magazine is much longer than in *Public Relation Journal* or in *Public Relations Quarterly*, though the number of articles is smaller.

The results of simple chi-square indicate that calculated  $\chi^2=25.1$  exceeds the critical value at  $df=10$  and 95% confidence level. This means that there is a relationship between time and number of articles on international public relations. The null hypothesis is not supported. The coefficient of determination 0.39 means

that 39% of variation in the number of articles can be accounted for the variation of time. Calculated contingency coefficient 0.625 indicates that the strength of the relationship between variables is moderate.

The analysis of the article length indicates that calculated  $\chi^2 = 260.27$  which is significantly different from critical value 18.3 at  $df=10$  and confidence level 95%. The null hypothesis is not supported. There is a difference in total length of the articles published in different years over the decade. Coefficient of determination 0.39 means that the variable of time can explain 39% of variation in total length of articles published per year. Contingency coefficient 0.63 demonstrates a moderate strength of the relationship.

Table II below shows the number of articles published each year in *Public Relations Review* and the total numbers of pages devoted to the articles each year.

Table II

Total Number and Length of Articles Published Each Year in *Public Relations Review*, 1985-1986.

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	Total
Number	1	3	2	1	1	2	1	10	5	8	5	39
Length	5	16	23	11	12	16	9	102	57.5	73	66	390.5

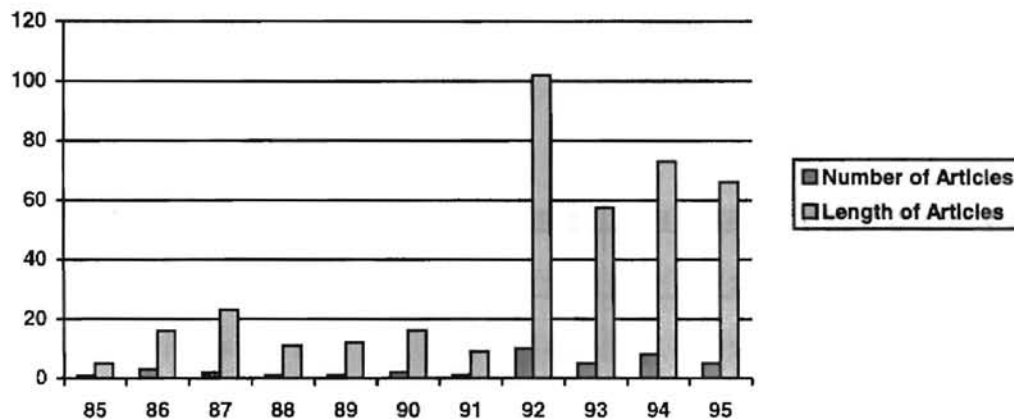
Analyzing original data we can notice that until 1992 there was no significant difference between number of articles. Before 1992 the number of articles fluctuated from one to three per year. The year 1992 was marked by a real explosion. The number of published articles was 10, and their length was 102 pages. Looking at the original data we can tell that 74% of the materials came from the last four years of the studied period of time.



Figure 2 visually demonstrates the distribution of the numbers of articles published each year and total numbers of pages devoted to the articles each year.

Figure 2

Distribution of Total Number and Length of Articles Published Each Year in *Public Relations Review*, 1985-1995.



Looking at the Figure 1 above one can observe that the number of articles jumped up in 1992 for *Public Relation Journal*. Further growth in number and length was not observed.

#### *Public Relations Quarterly*

The total number of articles on international public relations published in the magazine over the 11 years was 32. The total length of the articles was 100 pages.

Simple chi-square test results indicate that there is no difference in number and length of articles on international public relations for the magazine. For the numbers of the articles calculated  $\chi^2$  is 5.95. For the length of the articles calculated  $\chi^2$  is 11.13. Both values do not exceed the critical value 18.3 at  $df=10$  and 95% confidence level. The null hypothesis is supported for *Public Relations*

*Quarterly*. There is no statistically significant difference between numbers and length of articles on international public relations issues published in different years over the decade.

Table III below shows the numbers of articles published each year in *Public Relations Quarterly* and the total number of pages devoted to the articles each year.

Table III

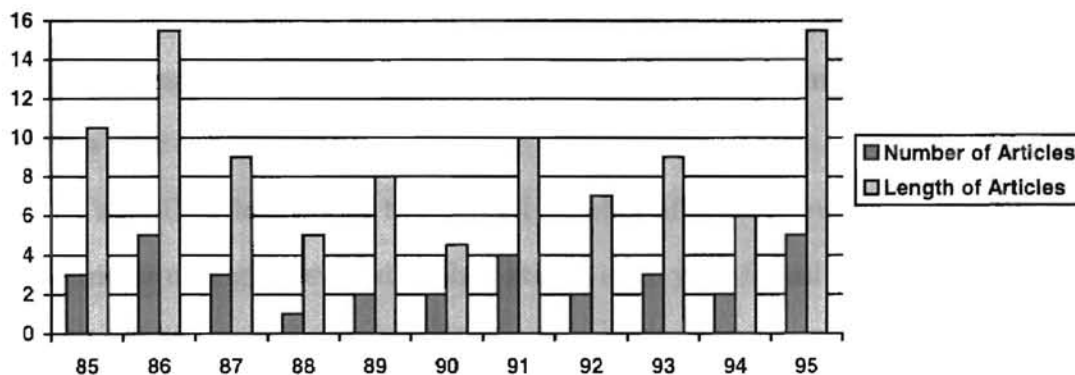
Total Number and Length of Articles Published Each Year in *Public Relations Quarterly*, 1985-1996.

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	Total
Number	3	5	3	1	2	2	4	2	3	2	5	32
Length	10.5	15.5	9	5	8	4.5	10	7	9	6	15.5	100

Figure 3 visually demonstrates the distribution of the numbers of articles published each year and total numbers of pages devoted to the articles each year.

Figure 3

Distribution of Total Number and Length of Articles Published Each Year in *Public Relations Quarterly*, 1985-1995.



Looking at Figure 1 above one can observe that there was no relationship between number and length of articles and time variable.

Overall analysis of total number of the articles published in the three publications over 11 years.

Overall, for the three publications together the total number of articles dealing with international public relations that are associated with new corporate activism and globalization of the world's economy during this period was 219. The total length of the articles was 695.5 pages. The data were analyzed by chi-square tests that revealed the results below.

Simple chi-square test performed for the numbers and length of the articles indicates that there is a significant difference over the years between number and length of articles published in different years. For the number of articles, calculated  $\chi^2$  is 58.29. For the length of the articles, calculated  $\chi^2$  is 188.5. Both values exceed the critical value 18.3 at  $df=10$  and 95% confidence level. Time explains 21% of the variation in number and length of articles. Calculated contingency coefficient .456 indicates that the strength of the relationship between time and number and length of articles is moderate. Overall, for all three magazines taken together the null hypothesis is not supported. There is a statistically significant difference between numbers and length of the articles on international issues published in different years over the 11 years of the studied period. One can observe a significant increase in the number and length of articles on international public relations over the last six years.

Table IV below shows the overall number of articles published each year and total number of pages devoted to the articles each year for all three publications taken together.

Table IV

Total Number and Length of Articles Published Each Year in the Three Publications, 1985-1995.

It must be noted that the number of articles jumped up in 1990, length in 1992 for three publications considered together. Further growth in number and length was not observed. The situation became stable with no further developments.

Analysis of frequencies of international topics discussed in the publications over time.

Table V below reports frequencies of topic categories discussed in different years. Statistical tests were not feasible here as many cells in the table have frequencies that are equal to very low numbers or to zero. Descriptive statistics only will be used for analysis.

Table V.  
Frequencies of Topics Discussed Over Time, 1985-1995.

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	Total
<i>PR in other Countries</i>	2	1	2	2	5	6	10	11	7	6	8	60
<i>Education, Training</i>	0	1	0	0	3	3	1	2	3	4	0	17
<i>Ethics</i>	0	1	0	1	1	2	1	1	1	2	2	12
<i>Working with Foreign Clients</i>	0	0	2	1	0	1	0	0	0	0	0	4
<i>General Discussion</i>	3	1	1	2	4	13	5	7	3	5	6	50
<i>Case Study</i>	3	1	2	2	1	10	7	1	3	5	2	37
<i>Media Relations</i>	3	2	1	1	4	4	2	2	2	6	5	32
<i>Marketing PR</i>	0	1	0	0	1	0	3	1	0	0	0	6
<i>Cultural Differences, Language</i>	0	1	0	2	5	3	1	2	2	6	3	25
<i>Theoretical Aspect</i>	0	0	0	0	0	0	0	5	1	0	0	6
<i>Public Opinions</i>	0	0	0	0	0	1	0	1	0	0	0	2
<i>Investor Relations</i>	0	0	0	0	0	1	0	1	0	0	0	2
<i>Observations and Impressions</i>	1	0	0	3	2	0	1	2	0	1	4	14
Total	12	9	8	14	26	44	31	38	24	31	30	267

Looking at the data we can see that before 1990 there was no big difference among the topics, nor regularity in frequency numbers. The frequency counts fluctuated from zero to five. Such topics as *Public Opinions*, *Theoretical Aspect* and *Investor Relations* were not discussed at all prior to 1990.

In 1990, the most popular topics were *General Discussion*, *Case Study* and *PR in Other Countries* with frequencies 13, 10 and six, respectively. Frequencies of all other topics fluctuated from zero to five.

In 1991, the most popular topics were *PR in Other Countries* (frequency 10), *Case Study* (frequency 7), and *General Discussion* (frequency 5). Frequencies of all other topics fluctuated from zero to three.

In 1992, *PR in Other Countries*, *General Discussion* and *Theoretical Aspect* were the most popular topics. Frequencies of all other topics fluctuated from 0 to 2

In 1993, *PR in Other Countries* took a lead once again with the frequency of 7. The range of all other topics was from 0 to 3.

In 1994, *PR in Other Countries*, *Media Relations* and *Cultural Differences* all had a frequency of 6, which was the highest for the year.

In 1995, the topic *PR in Other Countries* had the highest frequency of 8. The topics *General Discussion* and *Media Relations* had frequency counts of 6 and 5 respectively. Frequencies of all other topics fluctuated from 0 to 4.

Overall, the topic *PR in Other Countries* enjoyed the most attention over the years in the publications (total frequency 60). The topics *General Discussion* and *Case Study* were the second and third most popular topics after *PR in Other Countries*, with frequency counts of 50 and 37 respectively.

The topics *Cultural Differences*, *Media Relations* and *Education* had frequency counts of 25, 32 and 17 respectively.

Frequencies of the topics *Observations and Impressions*, *Theoretical Aspect*, *Marketing PR* and *Ethics* fluctuated from 6 to 14.

The topics *Public Opinions*, *Investor Relations* and *Working with Foreign Client* had the lowest frequency counts over the years, and overall had frequencies of 2, 2 and 4, respectively.

Overall, *PR in Other Countries*, *General Discussion* and *Case Study* were the most popular topics of the articles over the years. The topics *Cultural Differences*, *Media Relations* and *Education* were next in popularity topics but they received much less attention than the first three topics noted above.

The topics *Observations and Impressions*, *Theoretical Aspect*, *Marketing PR* and *Ethics* received some moderate attention in the publications.

The topics *Public Opinions*, *Investor Relations* and *Working with Foreign Clients* received the least attention over the years.

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is a summary of research methodology and findings, a discussion of the results, and recommendations based on the findings.

## Summary

The purpose of the study was to find out how major American public relations publications such as *Public Relations Journal*, *Public Relations Review* and *Public Relations Quarterly* have paralleled changes in US business participation in the new global economy over the period 1985 to 1995. This period of time was chosen because it is considered by many scholars as a time of dramatic changes towards globalization in the world economy.

Concerns about the international competitiveness of the United States have become a constituent part of public discourse of U.S. foreign and domestic policies during this period of time. Jean Farinelli observed that "as more U.S. companies and executives shift to an international focus, they find their public relations counselors - both agencies and in house staff - lacking the background, the understanding, even the interest necessary to be truly effective."<sup>1</sup>

It is expected that major PR publications would contribute to the process of adaptation to the global economy and provide educational materials (articles) on international issues to help American PR practitioners obtain the necessary knowledge and expertise to adapt their organizations to new surroundings.

The study attempted to answer the following research questions:

1) How has PR publication content paralleled the changes in U.S. business participation in the new global economy for the last decade?

- 2) Did the number and length of articles on international issues change over the years?
- 3) What are the international topics discussed in the articles in the public relations publications?
- 4) Did the topics change over time?

The study tested these hypotheses:

- 1) The number and length of articles on international issues did not change from 1985 until 1995.
- 2) There are no differences among the proportion of articles on different topics in different years.
- 3) The topics did not change over time.

Content analysis was employed in the study as the most appropriate method for examining differences and changes in regard to the articles on international public relations in the publications, though it has certain limitations.

There were two major stages in the study. The first one was data gathering and review that examined every issue of each publication over the last 11 years and counted the number of articles on international issues published for each year and measured their length in pages. Topics discussed in the articles were assigned to topic categories. During the second stage, the statistical procedure chi-square and descriptive statistics were employed to examine differences among the numbers of articles, their length and frequencies of topics discussed in different years.

Overall, quantitative analysis reports that three major PR publications paralleled changes in U.S. business participation, though a bit reluctantly and slowly. Only after 1990 was there a significant increase in the number and length of articles on international public relations in *Public Relations Journal*, *Public Relations Review* and *Public Relations Quarterly* considered together.



During the first five years only 26% of the total number of articles on international public relations were published. Both, *Public Relations Review* and *Public Relations Journal* had a significant increase in the number and length of articles on international public relations when examined separately. *Public Relations Journal* reacted faster than *Public Relations Review* to the changing world situation. There was a major increase in the number and length of articles in *Public Relations Journal* beginning in 1990, while in *Public Relations Review* the number and length of articles did not begin to increase until 1992.

However, there was no statistically significant difference in the number of articles over the years for *Public Relations Quarterly* when it was considered separately. Quantitative analysis of this publication indicates that the journal did not show any changes in the amount of material on international public relations over the period of time.

Overall, *PR in Other Countries*, *General Discussion* and *Case Study* were the most popular topics in the articles over the years. The topics *Cultural Differences*, *Media Relations* and *Education* is a second triad of the most popular topics but they did not receive as much attention as topics of the first triad.

The topics *Observations and Impressions*, *Theoretical Aspect*, *Marketing PR* and *Ethics* received moderate attention in the publications.

The topics *Public Opinions*, *Investor Relations* and *Working with Foreign Clients* received the least attention over the years.

The topic *PR in Other Countries* was the most popular over the years. Articles and studies published by professionals and scholars on this topic concentrated on public relations techniques, global networks, processes and developments of programs, goals, objectives and strategies, and have discussed the two-way symmetrical model, but rarely can one read about genuine public opinion in regard to international public relations practices. Such topics as *Cultural*

*Differences, Ethics, Working with Foreign Client* and *Public Opinion*, which are very important for international markets, did not receive much attention.

### Conclusions

Generally, quantitative analysis shows that public relations publications paralleled changes in U.S. business participation in the new global economy, though a bit reluctantly and slowly. Since Marshall McLuhan described a new "global village" in the 1960s, the world has become much smaller. The global village has been growing, and economic globalization was called "the most remarkable feature of the 1980s."<sup>2</sup> But a significant increase in the number and length of articles on international public relations was observed only after 1990 in *Public Relations Journal* and in 1992 for *Public Relations Review*. *Public Relations Journal* reacted faster than *Public Relations Review* to the changing world situation. But after this there were no further developments, and no further growth in the number and length of articles in these two publications. It must be noted that *Public Relations Review* is an academic publication, and research materials published in the magazine need more time for preparation than articles in professional publications. This may be one of the reasons why the journal was so slow.

As for *Public Relations Quarterly*, the journal did not show any changes at all in regard to the amount of materials on international public relations from 1985 to 1995.

During the first five years of the studied period only 26 percent of the total number of articles were published in all three publications together; 74 percent of the articles came from the last six years of the period. The general picture looks as though in the first five years, there was no real reaction to the world changes, but then one can see a big wave of excitement (extraordinary increase in 1990 in *Public*

*Relations Journal* and in 1992 in *Public Relations Review*). The extraordinary increase was due to the fact that both journals published special issues devoted to global public relations in those years. But after that wave no further increases occurred; in fact one could observe a small decline. In general, over 11 years 5.5 percent from the total content of all the three publications were devoted to international public relations while according to Robert Frederic, chairman of the U.S. National Foreign Trade Council 80% of U.S. industry now faces international competition. *Directory of American Firms Operating in Foreign Countries* says that 2,600 U.S. corporations have some 19,000 subsidiaries in 127 countries.<sup>3</sup>

Overall, *PR in Other Countries*, *General Discussion* and *Case Study* were the most popular topics over the years.

The topics *Cultural Differences*, *Media Relations* and *Education* were next in popularity, but they received much less attention than the first three topics noted above.

The topics *Observations and Impressions*, *Theoretical Aspect*, *Marketing PR* and *Ethics* received some moderate attention in the publications.

The topics *Public Opinions*, *Investor Relations* and *Working with Foreign Client* received the least attention over the years.

Generally, over the period of time the discussion was focused on the topics *PR in Other Countries*, *General Discussion* and *Case Study*. Most attention was focused on how PR techniques and practices working for Western organizations could be practiced abroad, and on general discussion of the challenges of globalization, U.S. competitiveness in the global economy, how to reposition organizations and adapt strategies, and prognosis for the future.

The topic *PR in Other Countries* was the most popular over the years. Most of the studies that have attempted to evaluate public relations in other countries have relied on the data collection and processing instruments developed in the United States of America. A few researchers have recognized the limited scope of structured questionnaires. Only a few researchers used open-ended questions with the intention of giving respondents greater flexibility.

Personal observations of professionals, clients and members of different publics are very important to understand what is shaping the marketplace and initiating trends. Materials on these topics could help PR practitioners to build background and understanding which they are lacking according to the study done by Jean Farinelly. But such topics as *Ethics, Working with Foreign Client* and *Public Opinion, Cultural Differences* that are very important for projects that involve international markets did not receive much attention in the publications..

The number and length of articles increased over the years but the discussion, which focused mostly on general problems of U.S. competitiveness and how better to apply domestic techniques abroad, does not help PR professionals to understand what the globalization process actually means for them and to obtain necessary knowledge and expertise. A letter by Rosalind Angell, Vice President of Mulhall/Kemple Communications Inc., published in *Public Relations Journal* supports this. The letter says:

I am concerned to note that a growing number of articles, seminars and forums offered by PRSA and other professional communications groups are billed under the banner of 'international public relations.' While our clients and employers are increasingly calling upon our skills to help open and penetrate foreign markets, there simply is no such thing as 'international public relations.' It's a coordination function, not a discipline or legitimate area of public relations expertise.<sup>4</sup>

This opinion of a professional journal reader is not surprising because by reading articles and studies published in three major public relations publications of America, one cannot get a real picture of international public relations practices and American PR professionals' participation.

#### Recommendations

In less than three decades, technology has transformed the world into the "global village" that Marshall McLuhan envisioned. Trade barriers have dropped around the globe, and there are both opportunities and increased competition for all countries.

As the world is growing smaller, PR practitioners are facing a challenge to learn and teach others how to manage communications in the face of these new global developments, how skillfully to enter and establish business in culturally and economically different areas of the world, and how to create tolerance, cooperation and mutual understanding among people with different basic beliefs and ways of thinking. PR professionals need knowledge and understanding of the international market place. They need to stay current with the volume of available information, and understand the business etiquette, habits and what's happening on the street, where trends originate.

Professional and academic public relations publications should contribute to the process and keep their fingers on the pulse of what is happening in the field. It is recommended that more attention be paid to such topics as cultural differences, public opinion, ethics, working with foreign clients and reporting observations and impressions of those who have been involved in the new practices.

By reading articles and studies published in three major public relations publications of America, one cannot get a real picture of international public relations practices. Scholars have studied public relations techniques, processes and developments of programs, goals, objectives and strategies, and have discussed the role model theory and two-way symmetrical model, but rarely can one read about genuine public or client opinion in regard to international public relations practices. Personal observations are as important as research to understanding what is shaping the market place and initiating trends.

It is recommended that professional public relations journals publish interviews with publics, clients, journalists or PR professionals taken right on the spot where things are happening. These genuine opinions, though being subjective, can make the picture come alive and contribute to a better understanding of international public relations practices.

Client opinions might be very valuable. A research study might be done in foreign locations where American companies work internationally (such as Moscow,) in order to identify what are their preferences regarding public relations services when businesses work abroad. Do they prefer local or American PR services and why? Such research will help to widen perspective and provide understanding of how to work with clients and companies that have new needs because of new corporate activism.

Foreign publics deserve special attention. A total of 95 percent of the world's population lives outside the United States. Now when U.S. business is so heavily dependent on international trade with these people and their countries it will be worthwhile to study foreign public opinion regarding particular public relations

practices in order to find out whether foreign publics have different perceptions than the American public. There is a lot of general discussion on how important the differences are. But it is recommended that the publications focus on specific examples and studies that could help professionals understand differences in perceptions. Actual stories of professionals and clients who faced challenges as a result of cultural differences would be invaluable.

Studies that have attempted to examine the public relations profession in other countries have relied on research instruments developed in the United States. Most of the researchers use the limited scope of a structured questionnaire. For future research it is recommended that open-ended questions be used with the intention of giving respondents greater flexibility that will enable researchers to learn more about local characteristics, concerns and problems.

Being representatives of other cultures, researchers might never know what is of real concern and importance to people from the culture they are studying. If researchers do not let people express their ideas, opinions and views they might never know what the real situation is.

When dealing with foreign audiences it is very important to have a lot of local input, and a qualitative approach might offer greater possibilities to gain a more comprehensive view of many global issues than a quantitative approach by the scope of structured questionnaires designed for statistical analysis.

It would be interesting to conduct a research study to find out what instruments and procedures are used by American researchers to examine international public relations practices. It is likely that quantitative procedures prevail. A combination of qualitative and quantitative approaches might offer

better possibilities for future research in the area of international public relations to gain a more comprehensive view and better understanding .

Technology can make communication possible between people living in different countries, thousand miles away from each other, but it cannot overcome forces that push people and nations apart. More than ever, nations depend on their ability to live together with better information exchange and knowledge of each other's life. Public relations professionals are important elements in this process. They can mold world opinion and attitudes to promote peace, harmony, mutual understanding and the free exchange of information of ideas. A public relations practitioner's role of the domestic counselor may be expanding to that of international adviser.

More and more work needs to be done as public relations assistance is becoming more important in the environment of the global economy. Awareness by public relations practitioners of international practices and associated problems as well as knowledge about other cultures, business etiquette, habits, traditions and ethics is becoming vital as professionals attempt to integrate their knowledge with international practice.



## ENDNOTES

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<sup>1</sup>Jean Farinelli, "Needed: A New US Perspective on Global Relations," Public Relations Journal, (November 1990), 42.

<sup>2</sup>Edward N. Luttwak and Robert L. Bartley, "Is America on the Way Down?", USA Today, (November 1989), 23.

<sup>3</sup>Directory of American Firms Operating in Foreign Countries, World Trade Academy Press, 1991.

<sup>4</sup>Rosalind J. Angell, "International PR a Misnomer," Public Relations Journal, (October 1994), 8.

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