

COMMON ELEMENTS IN RUSSIAN PUBLIC
RELATIONS AND INTERNATIONAL PRACTICE OF
AMERICAN PR SPECIALISTS

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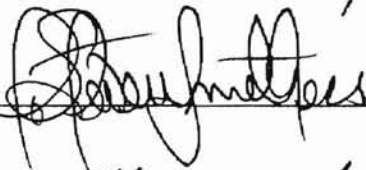
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CHAPTER I
INTRODUCTION

Background

The words “Russian Public Relations” still sound somewhat strange to many people. Nevertheless, this profession exists in Russia and its history can be traced back to 1989 when public opinion and free press really came to the political arena in the Soviet Union during elections to the Supreme Soviet of the USSR. During the years of “perestroika” and the following reforms people learned to express their opinions openly and the mass media became much more independent from authorities. However, such an important issue as effectiveness of communication was not addressed.

One of the ways to increase the effectiveness of public relations is to look for existing professional experience and to identify the elements which could be used in Russia. Thus, the development of the public relations profession in that country can bypass some stages of its development and reach the highest possible level of professional performance through a shorter period of time. The profession of public relations is just emerging in Russia but it existed for many years in other countries. So, the experience of PR industries in countries other than Russia can be used as a basis for quicker development. The task is to identify the most developed industry(s) and the elements of its experience which could serve Russian PR development.

The following areas of professional experience are the most useful for Russian PR practitioners: sophisticated professional techniques, use of technologies in professional work, interaction between PR professionals, organization and structure of professional

associations, development and promotion of the public relations profession, measurement of the effectiveness of professional work, training and education of working and prospective practitioners. All these areas can be composed into three major areas: the practical experience of PR practitioners; the experience of professional organizations; and the experience of professional training and education.

Theoretical Framework

According to the theory of public relations developed by James E. Grunig, there are four models of public relations: press agency, public information, two-way asymmetrical, and two-way symmetrical.¹

Press agency model is characterized by one-way dissemination of information with the purpose to influence an organization's publics. Little or no care is given to the accuracy of information.

Public information model is also characterized by one-way dissemination of information from organizations to publics. Generally, only the good information about organization is reported but it is generally truthful and accurate.

Two-way asymmetrical model emerged from the incorporation of behavioral and social sciences into public relations practice. The information, according to this model, is not just disseminated but also gathered by practitioners. Science is applied to practice in order to make a communication more effective or to manipulate publics "for good reason."

Two-way symmetrical model is also based upon scientific approach to public relations practice and incorporates both gathering and dissemination of information. But

this model emphasize the ethics, interpreting publics and client to each other, mutual understanding, and influencing not just the publics but organizational policies as well.

These models reflect the stages of the development of the public relations profession as well as direct the development of the profession toward the most effective, as Grunig and his colleagues believe, two-way symmetrical model of PR practice.

Each of the models of public relations could serve as a normative theory of public relations. They could tell a practitioner how to be a press agent or public information specialist, for example. We believe, however, that the two way symmetrical model should be the normative model for public relations - that it describes how excellent public relations should be practiced.

In addition, we believe that the four models describe how public relations actually is practiced - that they are a positive (descriptive) theory of public relations."²

The application of Grunig's four models, along with the practical experience of American public relations, to Russian public relations would help to choose the direction of development of that profession in Russia and shape that development in the best possible way, to make it more systematic.

Statement of the Problem

The application of the four models of public relations to the problem of the international development of the profession allows the researcher to compare the public relations activities conducted in different countries. If the four models of public relations could be identified in public relations practices of different countries then those practices can be expected to develop along similar lines and by similar rules. But there is a lack of knowledge on the multicultural application of the four models of public relations.

Previous studies were concerned mostly with their application to PR practice in one particular country. There was no study of the practices of public relations specialists who belong to the countries with professional environment (politics, economy, culture, media system, etc.) different from the country where they perform their professional duties. There has been no study of the professional practices of Americans practicing public relations internationally and the application of the four models theory to their practice. Such a study would help to determine how successfully U.S. public relations is performed abroad and what of the practice could be considered as common to any public relations practice without regard to the local environment.

Purpose of the Study

The first purpose of this study to determine whether the Russian public relations profession is developing within the four models theoretical framework and, consequently, can be compared to other countries' public relations profession identified with those four

models. Especially important is the comparison of Russian and American PR practices. This will be the first such study of Russian public relations.

The second purpose is to determine whether international PR performed by American practitioners can be identified with the four models theory and what elements of public relations are performed internationally. In other words, the study will determine what in public relations practice is most influenced by local environment and what is influenced least.

Overall, the study will try to identify the elements of public relations as a profession in common sense of that word, as a profession with common set of elements which do not differ from country to country.

Methodology

The study is a three-part research effort of the practices of Russian and American public relations practitioners.

The first part will consist of a mail survey of Russian practitioners working in the St. Petersburg region. The sample includes 30 members of the St. Petersburg Association of Public Relations Specialists who are presumed to lead the development of profession in their region. Survey was done in November -December of 1995.

The second part is a mail survey of American practitioners working internationally. The sample includes 44 practitioners out of about 200 members of two major American associations, International Association of Business Communicators and Public Relations Society of America, who are involved in international PR. The second

survey was done in January -February of 1996. The last part is a comparison of the results of the two surveys.

The study will answer the following research questions:

1. What public relations functions are performed by American practitioners internationally?
2. What public relations functions are performed by Russian practitioners?
3. What models of public relations fit the international activities of American and activities of Russian PR practitioners?
4. What things can Russian PR practitioners learn from their American counterparts?

The survey will determine what activities Russian practitioners perform, with what frequency, and what are their professional needs and what activities are performed by Americans internationally. Successful application of the four-models theory to Russian practices and international practices of American specialists will indicate the universal nature of those models of public relations. Finally, the study results should serve as a basis for recommendations on how to use the experience of U.S. public relations to develop the profession in Russia.

Significance of the Study

Russian public relations practitioners would benefit if the study determines the elements or functions of PR profession that could be transferred internationally and if the study will indicate that Russian PR is following the common scheme of development. It will allow Russian practitioners to significantly reduce the time of the profession's

development through the initial stages and to come to the higher stage of development faster than it could otherwise. For example, the sophisticated American techniques of communication could be already applied to various projects in Russia. Also, the American experience shared with Russian specialists would help to shape the training and education of acting and prospective specialists at the current stage of the profession's development.

The study results could be also beneficial for international PR practitioners and educators, and PR practitioners in all the countries where this profession is just passing the stage of initial development. In the long run, the study will be one of the steps toward possible creation of a set of elements, principles, and theories of PR that can be used and taught internationally.

Limitations of the Study

The limitations of the study include:

- the small amount of the research material currently available due to the relative novelty of the topic;
- the difference in the professional terms used in both countries which makes it difficult to secure perfect understanding of the questionnaire by both Russian and American practitioners;
- the absence of a reliable and complete directory of Russian public relations practitioners, which makes nearly impossible composing the representative sample even within one region (St. Petersburg);

- the difficulties in communication to, within, and from Russia that makes impossible the survey of the practitioners throughout Russia within the given time and limits the study to the St. Petersburg region which is one of the two most developed in terms of public relations regions in Russia (Moscow region is another one). The study sample is composed of the members of only one professional organization - St. Petersburg Association of Public Relations Specialists. The sample size is still too small to make reliable generalization about Russian PR based on this study findings solely, so it is used to receive a first impression. Further study will be needed to draw the complete picture of Russian PR.

Thesis Plan

The second chapter will be devoted to the literature covering public relations practices in different countries, case studies, personal and companies' experiences, educational programs, etc. Special attention will be paid to the research materials concerned with international PR. The materials will deal with the work of PR practitioners (Americans) in other countries or the use of American schemes, techniques or theories by other countries' practitioners.

The third chapter will explain the methodology of the study. All its elements will be covered including sampling procedures, composition of the questionnaire, data gathering mechanics, and analysis.

The fourth chapter will explain what was found by the study and what the findings mean. The interpretation of the results will be given.

The fifth chapter will sum up the findings. Recommendations to the practitioners and researchers will be given. Recommendations for further research will be made.³

NOTES

¹ James E. Grunig and Larissa A. Grunig, "Models of Public Relations and Communication", in Excellence in Public Relations and Communication Management, ed. by James E. Grunig, (Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers, 1992): 291.

² Ibid.

³

CHAPTER II

LITERATURE REVIEW

Attributes of the Public Relations Profession: Chapter Overview

The profession and the very name of public relations appeared in the United States of America in last decades of the 19th century.¹ Some scholars date it as early as the last decades of the 16th century.² Others suggest, to avoid polemics, to assume that communication is an ancient art, and that “public relations” is simply the current term.³ Indeed, the history of the world encounters numerous examples of the use of publicity and propaganda to promote, defend, or defeat something. The history of World War I is such an example of large-scale propaganda operations conducted by all the fighting countries.⁴

Does utilization of some techniques of a profession indicate the existence of the profession itself? To answer this question a researcher has to define the necessary attributes of a profession. Frank Wylie suggested “four basic requirements” that constitute a profession: “a well defined body of knowledge, completion of a generally standardized and prescribed course of graduate study, examination and certification by a state, oversight by a state agency which has disciplinary powers over the practitioner’s behavior.”⁵

According to Wylie, public relations meets only one of four requirements and, therefore, it is not yet a profession.⁶ But, for example, sociology and journalism are among the predecessors of modern public relations and neither of these two professions is certified by the state, and neither one is under the disciplinary power of some government agency. Some countries, like Italy, have a system of certification of journalists but the state does not exercise oversight of journalists’ practices.⁷

The “established professions” could be defined by their nature, by their specific techniques and objectives. These specific attributes of professions apply internationally and do not depend upon a particular cultural environment. Consequently, if public relations is a profession it has to have some attributes that are common to public relations practices around the globe. The review of the literature on international public relations practices can help to identify the existing commonalities in those practices.

Since the public relations in United States is presumed to be the most developed in the world, the first part of the literature review will consider the practical and theoretical development of American PR. Then European public relations practices will be considered. The main focus of this part of literature review will be on Western Europe and Russia. The reason for such attention to Western Europe is that the PR industry in that region is often mentioned as the most developed in the world, except for the United States.

The attention to Russia is justified by the purpose of this study. Also the availability of literature affected the structure of this part of the review. Western Europe and Russia are covered more in literature than any other part of Europe. In fact, Western Europe is better covered in literature than any other region of the world, except for the United States of America.

The third part of the literature review will be devoted to the public relations practice of developing countries. The selection of the countries for analysis is affected also by the availability of literature.

Finally, the common features of public relations in different countries will be summarized and international practice of public relations will be considered.

Public Relations in the United States of America

The Development of PR

The first stage of the development of public relations profession in the United States came in the last decades of 19th century. That was the time when many organizations started to hire people able to conduct public relations activities. Following that trend the activities of public relations practitioners were institutionalized.

“The Mutual Life Insurance Company in 1888 hired journalist Charles J. Smith to write press releases designed to improve its image. In 1889 Westinghouse Corporation established what is said to be the first in-house publicity department.... The first publicity agency, known as the Publicity Bureau, was established in Boston in 1900.”⁸

The development of public relations in the United States is related to the ideas of Austrian scholar Sigmund Freud and German scholar Jurgen Habermas. Some authors consider this as an example of European influence on American PR.⁹

The profession of public relations acquired its second important feature by the middle of the 20th century. The American Council on Public Relations was established in 1939 and, in 1947 it became the Public Relations Society of America.¹⁰ By 1996, the United States has largest PR industry and largest professional organization of this type in the world.¹¹

Among the most significant achievements of PRSA are the Professional Code of Ethics, probably the most elaborate in the world, and a recommended design for undergraduate professional studies. The design includes core courses such as Introduction to Public Relations, Publicity Media and Campaigns, Public Relations Cases and Problems. Related courses include Theory and Process of Communication, Writing for the Mass Media, Copy Editing, Graphics of Communication as basic courses and Advertising

Principles and Practice, Media Law and Ethics, Feature Writing, Introduction to Survey Research and Communication Media Analysis as electives. Also the general education studies are included in the design of undergraduate studies in public relations. These include English, Social Sciences, Humanities, Natural Sciences, Foreign Language, Statistics, Organizational Structure and Behavior.¹² It is noteworthy that ethics is an important area of concern to American PR practitioners. As David Martinson expressed it: "By virtue of occupational title, public relations practitioners have a particular responsibility to advance the social order."¹³

The first university course in public relations was offered in 1930s.¹⁴ Rotman, in his book Opportunities in Public Relations Careers cites 176 universities and colleges currently teaching public relations in the USA including 48 offering master's and 11 doctoral degrees in this profession.¹⁵

The Theory of Public Relations

The long-time experience of American PR, with well established professional organizations and a highly developed professional education system, all contributed to the development of sophisticated theory for public relations.

One of the first and, probably, the most important elements of PR theory is a definition of the profession itself. Allen Center and Patrick Jackson gave a three-part definition of public relations:

Public relations is a condition common to every individual and corporate entity in the human environment - whether or not they recognize or act upon the fact - that refers to their reputation and relationship with all other members of the environment.

Public relations is the systematized function that evaluates public attitudes and behaviors; identifies the policies and procedures of an individual or organization, keeping in mind the public interest; and executes a program of action to earn public understanding and acceptance.

Public relations is the full flowering of the democratic principle, in which every member of society is valued for him- or herself and has both a right and a duty to express an opinion on public issues, and in which policies are made on the basis of free exchange of those opinions that results in public consent.¹⁶

This definition includes functional, social and political aspects of public relations though the perception of PR as a “cornerstone of democracy” may be somewhat exaggerated. In the “Excellence in Public Relations and Communication Management”, the IABC’s excellence team defined PR as “management of communication between an organization and its publics.”¹⁷ This is the shortest definition of PR but it is concentrated only on the work of practitioner missing the social and philosophical value of the whole profession, as well as its goal and place within the organization.

Another definition of public relations also describes it as a management function but it mentions the goal to be achieved by professional performance: “Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a program of action to earn public understanding and acceptance.”¹⁸

The definition which includes most of the above mentioned aspects and still is brief was adopted by the PRSA Assembly in 1988: “Public relations helps an organization and its publics adapt mutually to each other.”¹⁹

As any profession, public relations has to have some sort of structured, technological process. Center and Jackson included the following elements in the public

relations function: *research, strategic planning, counseling, internal education, communication/action, evaluation.*²⁰ Other authors add some other elements of the PR function but all the functions traditionally make-up a four-step model of public relations.

The first step is *research or data gathering*. This step asks questions about the nature of the problem, ways of solving it, and information necessary for that. The second step is *planning and programming*. It includes such activities as publics identification, setting objectives, budgeting, scheduling, selection of action to be undertaken, etc. The third step is *action and communication* according to the plan with necessary adjustments. And the fourth step of the process is *evaluation* of effectiveness.²¹

Since public relations is defined as a management function, it is to be included into organization's business plan. Preferably, this business plan should be "made up of long-range goals far into the future and short-term objectives attainable soon."²² That concept is commonly called Management by Objectives. At this level, the role of public relations is usually stated in general terms and constitutes a public relations strategy. The more specific PR objectives, including certain campaigns and steps to be undertaken in order to achieve the strategic objectives, constitute public relations tactics.²³

Another important aspect of public relations theory is role model theory. Broom used public relations practitioners as a unit of analysis developing his theory. The role models he described are as follows:

Expert prescriber. The practitioner operates as the authority on both public relations problems and their solutions. The practitioner researches and defines the problem, develops the program and takes major responsibility for its implementation. Line management is often content to leave public relations in the hands of the "expert's advice," avoiding the integration of public relations thinking into daily stream of management decision.

Communication facilitator. This process role casts the practitioner as a sensitive “go-between” or information broker. When acting in this role, the practitioner serves as liaison, interpreter, and mediator between the organization and its publics. the boundary-spanning role puts the practitioner in collaborative relationship with both management and the organization’s various publics.

Problem-solving process facilitator. In this role, the practitioner collaborates with line management throughout the process of defining and solving problems. As a member of the management team, the practitioner helps the organization apply a rational problem-solving process that involves key organizational actors in public relations planning and programming.

Communication technician. When operating in this role, practitioners are primarily concerned with producing communication materials for the public relations effort. They see themselves, as do others, in rather limited non-management roles related to their specialized skills in writing, editing and working with the media. Management relies on practitioners in this role to implement public relations programs. Communication technicians do not collaborate, however, in the process leading to program decisions.²⁴

These models describe the role of public relations practitioners within the organization rather than the effective models of public relations operations. The effectiveness of public relations activities depend on factors other than role of the PR practitioner in the organization.

. One of such factors is the environment in which the public relations practitioner acts. The environment consists of three contexts, as defined by Culbertson and Jeffers. According to their them, these contexts are:

Social context. Cultural and subcultural beliefs, contacts within a community or organization, and frames of reference and standards of comparison.

Political context. Activities and strategies of political actors, role and power relations.

Economic context. Availability of resources to client organization and publics, and costs: coping with and cutting them.²⁵

Hazleton and Long in 1985 introduced the Public Relations Process Model which described the environment as consisting of five dimensions:

Legal/political dimension includes formal rules, means for creating those rules, and methods of rules enforcement;

Competitive dimension considers the continuum of compatibility vs. incompatibility of goals and interest of organizations including the organization of interest;

Economic dimension includes the availability of financial resources and the costs of human, symbolic, and physical resources to the organization;

Social dimension may be characterized in terms of cultural and social norms, demographics, psychographics, and issues. It may include groups and individuals.

Technological dimension consists of available mechanical and electronic devices or knowledge system useful for reaching the organization's goals.²⁶

The next force influencing the role and the practice of public relations practitioners is organizational culture. The model of communication is chosen by management or the dominant coalition of the organization. The decision-making process, management style, and, consequently, the approach to communication are influenced by the culture existing in the organization. Ernest defined four types of organizational culture: *systematized* (authoritarian and reactive), *entrepreneurial* (authoritarian and proactive), *interactive* (democratic and reactive), and *integrated* (democratic and proactive).²⁷

Later, these types of organizational culture were reduced to a continuum between authoritarian and participative cultures.²⁸ In this continuum authoritarian organizations

generally use a closed-system approach to management and participative cultures use an open-system approach. The management approach defines the way an organization executes its public relations activities. The role of public relations practitioners within the organization is subordinated to the management's approach to communication.

The effectiveness of public relations activities can be defined according to the organizational culture, and the role of the public relations practitioner depends upon the chosen model of public relations activities. Some studies produced evidence that there is a relationship between organizational cultures and public relations model practiced by organizations. For example, Buffington found correlation between authoritarian (entrepreneurial) culture and the press agency model of public relations, and between democratic (integrated) culture and the two-way symmetrical model combined with the two-way asymmetrical and press agency models.²⁹

The models of public relations practices, developed by Grunig and Hunt³⁰ constitute the most sophisticated theory of PR because these models allow researchers to consider the overall public relations activities conducted by the practitioner or organization. Moreover, these models allow one to design public relations operations that would be the most effective for each particular organization acting in its particular environment. The four model theory has a positive (descriptive) and normative character.³¹ That means that these models are practiced in public relations work and serve as an ideal model of PR activities organization.

The models, reflecting the historical development of public relations in the United States of America as well as current American public relations practice are as follows:

The press agency model emphasize the use of communication for influencing publics without any regard for the publics' needs. Messages are often incomplete or distorted. No feedback from the public or any other form of evaluation is used. This model is characterized by the extensive use of propaganda techniques. This model was most prevalent from the 19th century to the beginning of the 20th century.

The public information model describes the practice when publics are informed about the organizational activities but negative information is generally withheld. The messages communicated to publics are generally truthful. There is no information flowing from the publics to the organization. The model originated in the beginning of the 20th century.

The two-way asymmetrical model emerged after the introduction of the scientific approach to public relations. Research is used to increase the effectiveness of communication. The information flow from publics to organization as well as from organization to publics was incorporated into this model but the communication was generally targeted on influencing the publics. That means that organizational interest was still the major force in public relations practice. This model originated in the 1920-1930s.

The two-way symmetrical model is based on "interpreting the client and public to one another", balancing of interests of publics and the organization, mutual understanding, use of research to facilitate mutual understanding and communication rather than to design the messages most likely to influence publics. Strong emphasis on ethics is an important characteristic of this model. This model had its origin in the writings of Lee, Bernays, and Hill but it was developed by Grunig and Hunt. It has been incorporated into public relations practices of some organizations since the 1960-1970s.³²

Public Relations in Europe

The appearance of public relations in Europe followed the pattern of the United States. In Germany “Friedrich Alfred Krupp, hired Adolf Lauter in 1893 to establish a news bureau, and the department was integrated into the firm’s operations in 1901.” In Great Britain, “...in 1910 ... the Marconi Company established a department to distribute press releases.... Professional public relations counseling was introduced in the country in 1924.... The first public relations officer so styled in Britain ... was appointed in 1925 by the Southern Railway Company.”³³

European public relations practices are shaped by the unique environment of that region. The region is culturally different from the United States, the country of origin of PR, and the countries of the region are culturally different from each other, though a common European culture exists. The public relations practice is influenced by common for most of European countries issues as ecology, for example. At the same time, the individual, country by country, rather than regional approach is recommended when practicing public relations in Europe “because of language and cultural differences.”³⁴ For example, “A Comparative Analysis of Public Relations in Austria and the United Kingdom” by MacManus revealed that 88% of British practitioners agreed with Grunig and Hunt’s definition of PR but only 66% of Austrian practitioners agreed while 32% of them disagreed with the same definition.³⁵

The same study indicated the differences between the United States and Europe in the approach to the role of public relations. For example, PR is seen as a tool of marketing

by 94% of British practitioners. But, in general, MacManus found UK public relations to be the closest to the American practice.³⁶

Despite the differences between public relations practices and practitioners' views of European countries, the theoretical development of public relations is built upon the works of Jurgen Habermas and Grunig and Hunt's four models of public relations. The American-born four models were adopted by European scholars who developed their concept of "consensus-oriented public relations" as the practical implementation of Grunig and Hunt's "two-way symmetrical model" of public relations.³⁷ Professional PR education in Europe consists of 79 programs, 61 of them are university programs in public relations. However, only a few of them are designed as degree courses in public relations. Often it is "an element, sometimes optional, in a broader communication or business degree."³⁸

Public Relations in Great Britain

The United Kingdom's PR is highly developed and covered in professional literature. According to some authors, public relations practice in the United Kingdom started after World War II with a network of former intelligence/communication officers.³⁹

The oldest professional organization in Western Europe is the Institute of Public Relations (IPR) which was established in England in 1948.⁴⁰ Further development of public relations profession there contributed to the establishment in 1969 of the second and a more specialized professional organization - Public Relations Consultants Association.⁴¹ The definition of public relations given by IPR is as follows: "Public relations is a deliberate, planned, and sustained effort to establish and maintain mutual

understanding between an organization and its publics.”⁴² This definition is very close to one given by PRSA.

Despite the similarities in language and culture, the practice of public relations in Great Britain and in the United States is not the same. Even the professional language of the two English-speaking countries is different. For example, press clippings in Great Britain are called cuttings.⁴³ Other, more essential differences between American and British PR practices include less understanding of public relations and, as a result, unrealistic expectations on behalf of British clients; more extensive use of advertising to promote PR firms in Britain; concentration of PR firms in London rather than in other cities; ways of solicitation of new businesses, and significant involvement of British PR firms in international projects due to the development of the European Economic Community.⁴⁴ Also, the public relations profession in England is slowly developing effectiveness measuring tools but this problem has not been solved in the United States, either.⁴⁵

The practices of public relations in the United States and the United Kingdom differ even more in the area of PR activities conducted by governments. The study of agenda-setting by American and British governments’ “information subsidies,” conducted by Turk, revealed that British media use more “handouts” received from government public information officers than do American media.⁴⁶ Moreover, British media tend to use the “handouts” without editing them. Among the findings of that study were greater public acceptance of the restrictions on government information, different media structure, and greater tendency among public information to practice public information model according to their job title in Great Britain compared to the United States.⁴⁷

The system of professional training and education in Great Britain is not as developed as in the United States. There is a certification program established by IPR and that relies mostly on self-preparation of specialists. The program still exists under the Communication Advertising and Marketing Education Foundation.⁴⁸ Since 1987 only five universities in the United Kingdom offer full-time undergraduate courses. Two universities offer M.Sc. and M.A. degrees, and four others offer post and undergraduate diplomas in PR. No degree programs existed before 1987.⁴⁹ Another option in PR education is a distance learning program in public relations administered by the Public Relations Education Trust.⁵⁰

What could contribute to the difference between the British and American systems of professional training and education is the content of programs, “perceived value and positioning in the academic structure.”⁵¹ Generally, British programs in PR education could be divided into business-based and interdisciplinary.

The first approach began in 1987 with the MBA program of Cranfield Technical Institute. The program has three major parts: general management education; relevance of management training to the practice of public relations and specific public relations disciplines (theory and advanced techniques). The program is financially supported by the industry and includes part-time studies for individuals working in the public relations profession. The educators running the program as well as some of practitioners are hesitant about undergraduate public relations education since British universities prefer a purely academic environment.⁵²

An interdisciplinary programs began in 1988 when a master of science program was established at the University of Stirling. Several departments cooperate in this

program: business and management, psychology, film and media, English studies, economics, and philosophy. The subjects studied include: marketing, advertising, media, corporate, financial and political public relations, audio-video production, economic principles and public relations.⁵³

British programs in public relations education are significantly influenced by International Public Relations Association's "IPRA Gold Paper No. 4 - A Model for Public Relations Education for Professional Practice."⁵⁴ This paper recommended public relations education be established at the post-graduate level. It included eight areas of studies:

1. *Human Sciences*: Psychology, Social Psychology, Sociology, Anthropology, Contemporary Philosophy, Culture and Religion, Linguistics.
2. *Political Science*: Political History, Political Systems, Political Environment of Organizations, Public Administration, National and International Organizations and Institutions.
3. *Government Organization and Administration*: Different Systems of Government Organizations, Different Systems of public Administration, Trade Unions.
4. *Economics and Management*: Bases of General Economy, Business Administration, Management Theory, Personnel Management.
5. *Organization*: Organization Theory, Environment Theory, Sociological and Psychological Aspects of Organizations.
6. *Languages*: Mother Tongue, English (if not mother tongue) and at least one foreign language.
7. *Statistics and Computer Science*.
8. *Law and Ethics*: Basis of national Law, Special Issues in Relation to Communications, freedom of speech, Access to the media, Codes of Ethics.⁵⁵

The comparison of the “IPRA Gold paper No. 4” with the design of undergraduate studies in public relations accepted in the United States reveals some differences in the approach to professional education. IPRA’s recommendations include more study of management-related and government- and politics-related subjects but it lacks a number of specific public relations and communication-related subjects.

The analysis of public relations practices outside the United States would be incomplete with only the British example. Moreover, Mallinson describes “public relations” as an Anglo-Saxon term, or the product of American culture introduced to Europe through Britain, which is culturally close to the United States but different from the rest of Europe. Also he rejects the term “European public relations” because the practices of PR are performed differently in European countries and are not influenced by Brussels politics.⁵⁶

Public Relations in Germany

Public relations in Germany is less developed than in Great Britain. There is no term for “public relations” in the German language and the German professional association is called Deutsche Public Relations Gesellschaft of the Federal Republic of Germany.⁵⁷ The definition of the PR profession accepted by that organization is: “Public relations is the conscious and legitimate effort to achieve understanding and the establishment and maintenance of trust among the public on the basis of systematic research.”⁵⁸

The current practice of public relations in Germany is influenced by two factors: German reunification and the level of environmental consciousness.⁵⁹ The reunification

and subsequent changes in the economy created a significant demand for public relations services because the government wanted to educate people about the changes. For example, the Ministry of Economics ran a campaign to educate East Germans on how to deal with the challenges of the new economy.⁶⁰ Private companies deal with the following communication tasks: emphasize the creation of new jobs; popularize new professions, such as service and commerce jobs in hotels, restaurants, banks, transportation, etc.; and demonstrate the company's social responsibility.⁶¹

The education system in Germany is different from the one in the United States. First, Germans place more value on education. They consider it a noteworthy end in itself, compared to Americans who regard education as a means to an end. Second, German PR education is more theory based than practical skills oriented. It is assumed that practical skills can be acquired through job experience before or after the education process. Third, German public relations educational programs are more focused on their subject. Public relations and relevant communication theories constitute a core of German educational programs. Hazleton and Cutbirth, who studied public relations education in Germany, Austria, and Hungary, attributed the above mentioned features to all European countries' approach to professional education.⁶²

Public relations education in Germany is supported by the business community. For example, BMW's Herbert Quandt Foundation of Munich sponsors conferences and books on public relations practice.⁶³

Public Relations in France

French public relations practitioners are united in several professional associations such as Syntec Conseil PR, the organization of consulting firms, or French Federation of Public Relations Associations. Totally, there are about twelve public relations associations in France but many practitioners do not belong to any of them. According to Josephs, France is larger than Germany but smaller than the UK as a public relations market.⁶⁴

The difference between American and French PR starts with terminology. The preferred word for public relations in France is “communications”⁶⁵ what might support Mallinson’s idea of public relations as a purely Anglo-Saxon term.

Other features of French PR are not that different from American or British public relations. The greatest development of public relations services in France is in the following areas: crisis management, issue management, and investor/financial relations. Larger firms and consultancies linked to advertising agencies frequently provide graphics and design services. Many firms conduct corporate image advertising activities. Virtually all of the public relations techniques employed in the United States could be found in the practice of French PR but supplementary services are often provided by subsidiaries or other companies rather than by the same firm. Some of the techniques are utilized on a larger scale than in the United States. Examples of such techniques are: events, salons, fairs; press relations; press conferences; sponsorships; and lobbying.⁶⁶

Some of the characteristics of French PR are the same as the general practice of public relations throughout Europe. These features include significant development of government PR, the orientation of consultancies on well-paid government accounts, and the influence of privatization processes on the growing demand for public relations services.

The French public relations industry is becoming heavily involved in international projects. For example, such organization as the Comite Interprofessionel du Vin de Champagne (CIVC), which is promoting the value of genuine champagne is operating in eleven countries other than France.⁶⁷ Although the largest trading partner of France is Germany, the Japanese not German firms provide the substantial number of “important accounts.”⁶⁸

Public Relations in Spain

In Spain, the first professional PR association was established in 1991. The Association of Consulting Companies in Public Relations and Communication (ADECEC) is not structurally comparable with PRSA but many ADECEC leaders regard PRSA as a model. This association is the largest but not the only professional organization in Spain. There are at least three other associations in Madrid, three in Barcelona, and one in Seville.⁶⁹

The influence of American public relations is not limited to the establishment of professional associations. The terminology used by Spanish practitioners is largely borrowed from their American colleagues. For example, such words as “publicity,” “issues management,” and “focus group” have no equivalent or translation in Spanish. The list of untransferable terms includes about 60 words.⁷⁰

This dependence of Spanish PR on American experience might be explained by the relatively recent development of media and PR infrastructures in Spain and the fact that early development of public relations in Spain was initiated by large multinational

companies acting within the Spanish market. Many practitioners express high regard for the practice of public relations in the United States and Great Britain.⁷¹

Currently, almost all large American PR multinational agencies are represented in Spain. Almost half of the public relations companies are located in Madrid, followed by Barcelona. The companies provide a wide variety of public relations services including European and environmental communications.⁷²

Other characteristics of Spanish PR include some of the highest costs in the world, extensive use of the free-lance workers due to the high cost of full-time employees, growing recruitment from academic and professional versus journalistic worlds, greater print than broadcast media acceptance of PR, fewer firms with advertising agency links, and relatively few assignments from the national government with the majority of accounts coming from provincial authorities. Further development of the public relations industry is limited by a lack of experienced professionals but this situation is changing.⁷³

Public Relations in Eastern Europe

The public relations profession is at the very beginning of its development in Eastern Europe due to the past restrictive regimes. The prospects for its development are seen differently. For example, in 1990 Bob Leaf of Burson-Marsteller International expressed the opinion that only a limited number of PR agencies will be able to work in eastern Europe due to the lack of the necessary infrastructure, the absence of local PR

firms, and the necessity to have substantial development capital. His general recommendation was to stay away from that market.⁷⁴

Another prominent practitioner, Graham Lancaster of Biss Lancaster, predicted growth in limited areas such as telecommunications and management training where there is the chance to work for companies with “genuine... European network.” His final recommendation was to consider the use of development capital in other regions.⁷⁵

Despite pessimistic predictions, the profession of public relations emerged in Eastern Europe during a relatively short time though some features of American-style PR are still missing. In 1993, the GCI PR Center in Ljubljana and Slovenian PR Institute conducted a study of public relations practice in that Eastern European country. The IABC Research Foundation’s “Excellence in Public Relations and Communication Management” study served as a basis for the Slovenian project. The study indicated that five per cent of Slovenian companies have organized public relations departments. Slovenian public relations practitioners possessed technical knowledge comparable with that of their American, Canadian, and British colleagues but lacked the knowledge of management.⁷⁶

In Czechoslovakia, the transition from communist to democratic rule has prompted public relations activities. The demand for public relations services was also stimulated by the privatization process.⁷⁷ As in Spain, the actual practice of public relations was started by large international companies. The same is true for Hungary where public relations is viewed as a tool for establishing the rules of the free market.⁷⁸

Public Relations in Russia

The practice of public relations in Russia started during the perestroika years. It was initiated not with the entry of multinational companies into Russian market, as in many countries of the world, but as an external activity conducted by the Russian government for foreign publics. Gennady Gerasimov was hired as the spokesperson for the Soviet Foreign Ministry about 1987 and later became a spokesman for General Secretary of the Communist Party of the Soviet Union, Mikhail Gorbachev.⁷⁹ The primary function of Gerasimov was to change the image of the Soviet Union and Soviet authorities to a friendlier one. Further development of public relations came from international companies which started to enter Soviet and, later, Russian market in new political and economic conditions.⁸⁰

Since Russian PR started in the government it was endorsed by the highest authorities of the Soviet Union, and it is not surprising that the next step in the development of Russian public relations came from government-run Moscow State Institute of Foreign Relations (MGIMO). Alexander Borisov, dean of MGIMO's department of international communications, founded the Russian Public Relations Association in 1990.⁸¹ However, there were no public relations practitioners in Russia then except for Gerasimov and few foreign nationals working for international companies.

Later Alexander Borisov became one of the first Russian public relations consultants, while keeping his job at MGIMO and the Presidency of RPRRA. The Russian Public Relations Association conducted a number of seminars in PR with active support of the Public Relations Society of America.⁸² Though the seminars were very expensive for the majority of new Russian practitioners, their attendance indicates indirectly the pace of

development of the public relations profession in Russia. For example, the 1992 seminar was attended by 110 journalists, managers, scholars, and, public relations practitioners.⁸³

The Russian Public Relations Association, despite its marginality, contributed to the development of public relations in Russia in a variety of ways. RPRA first introduced the concept of public relations to Russia and conducted the first internship program with cooperation with PRSA in 1992. Seven Russian interns received six-months of practical experience in American PR firms and organizations. Unfortunately, the program was not continued.⁸⁴

Along with this first valuable steps, the profession of public relations developed in Russia through two stages. First, the “journalism” stage lasted from the 1989 elections to the Supreme Soviet of the Soviet Union when free press and public opinion really came to the political arena, to 1992 when the period of excitement about democratic changes in the society started to change to a more realistic world view.

The first stage of the development of Russian PR was characterized by the prevailing number of former journalists working in PR departments, usually called press centers or press services. Their initial task was to satisfy mass media interest in their employing organization. Communication in the business sphere was overshadowed by political communication until radical economic reforms were started in 1991 by Egor Gaidar. The development of business PR followed the pattern of advertising and generally served as a cheap substitute for advertising with covert advertorials as the only tool, and journalists received money for their writing. Consultancies were represented by few foreign companies as Swedish Andreasson Public Relations which served their clients who were moving to Russia. Media relations were the main type of PR activities.⁸⁵

The second, “bureaucratic” stage came in 1992 as a reaction to the overwhelming openness of the previous years. At that time many organizations found themselves in difficulty in terms of their media relations. Government officials and business managers realized that mass media could distort the information, be biased, or ignore the important message or part of the message for some reason. So, communication had to become more organized to deal with that situation.⁸⁶

Government agencies reacted to the situation appointing people with administrative (a frequent substitute for managers in Russia - A.G.) background to head their press services. These people have done well shaping and structuring public relations departments, channels of information gathering and dissemination. But also they brought with them a concept of superiority of their employer’s interests over the interests of society. Former journalists were not free from the obligation to serve their employers first but they inherited from their previous occupation the respect for the public and information. In other words, the new people in press services changed the balance in their work from the public information model to the press agency model.⁸⁷

The establishment of the first PR departments in businesses and independent PR consultancies also started during that period of time. Business PR departments were often staffed with advertising people continuing their same advertising practices. The consultancies generally employed people with journalistic background. The main task of PR practitioners of that period was to initiate good publicity about their employing organization. Media relations was the major activity of practitioners with special events emerging as the second one.⁸⁸

The period of October - December, 1993 was the end of the second stage in the development of Russian public relations and an initial point of the current stage of the profession. The problem of communication effectiveness became very important to many people and, primarily, to PR practitioners after the unexpected results of the December 1993 elections to the new Russian Parliament. Earlier that year, the conflict between presidential and parliamentary branches of power, partly escalated through the great deal of miscommunication between those two powers, resulted in shooting in the streets of Moscow. During the elections to the new Parliament, the democratic parties were believed to be favorites and the overall reform course was believed to have the support of a majority of the Russian electorate. Results revealed support for communists and nationalists. Vladimir Zhirinovsky, the leader of the ultra-nationalist "Liberal-Democratic Party of Russia", who was considered as a political clown before that time and no one believed voters would treat him seriously, was elected to the parliament. His overtly populist campaign, filled with the promises of everything to everybody was seen almost as political suicide turned to be a success.

The defeat of democratic forces who actually controlled the mass media and the success of conservative forces raised questions about the quality of communication and public opinion research. That concern with the quality and effectiveness of professional performance of Russian practitioners led them to establish such professional organizations as the Professional Communicators Guild of Russia and the St. Petersburg Association of Public Relations Specialists. These organizations are considered vehicles for experience exchange and generalization, information exchange, training and research organization, etc. The location of these two organizations indicated the uneven distribution of PR

practitioners between Russian regions. Almost 80% of PR practitioners are located in Moscow and St. Petersburg, along with almost all the consultancies.⁸⁹

The same factor played a role in the establishment of the first educational programs in public relations. The first full-time courses were established at the international communications department of Moscow State Institute of Foreign Relations, journalism department of Moscow State University,⁹⁰ and St. Petersburg Electrotechnical University.⁹¹ Neither of these institutions has graduated its first student yet, neither one has professional instructors in the field of public relations.

Materials dealing with Russian practices of public relations are not readily available but some observations of foreign specialists have been published. Recommendations derived from those observations include: understand the communist mind set, be creative in getting to “yes,” pay more attention to the choice of the persons to do the business with, customize your message - use terms and concepts that are understandable to your clients and partners, provide on-job training, and be attentive to cultural element.⁹²

Public Relations in Developing Countries

Public relations practices of developing countries are shaped by different forces and that is why the examination of them is important for understanding the common elements of the development of the public relations profession in the world.

Public Relations in India

The very beginning of PR in India was in 1914 when the British colonial government established organizations for dissemination of information about World War I.

Later the Indian Railways Company established Publicity Bureau, and, after independence, the Indian government established the Ministry of Information and Broadcasting. Further development of Indian PR was stimulated by international companies acting in India. The Public Relations Society of India was established in 1958. The need for preparation of professionals in the field of public relations conditioned the establishment of the Foundation for Public Relations Research and Education in 1989.⁹³

The most significant growth of public relations in India started in 1990 when multinational companies began investing more in the Indian economy. Many established PR professionals affiliated with foreign businesses and many new PR firms were established since that time.⁹⁴

The Indian Government also contributed to the development of the PR in the country. The reasons for government involvement in public relations activities are that it is trying to control population growth by influence instead of decree and attempts to keep 21 states populated by different tribes and nationalities under the same flag.⁹⁵

There are several educational public relations programs in India but they offer only “bare essentials.” That might be a reason for the situation when the majority of the PR work force joined the profession without proper background or training in public relations. The current demand for professional PR practitioners far exceeds availability.⁹⁶

Public Relations in Mexico

The study of the public relations in Mexico conducted by Daniel Loria in 1986 indicated the relative novelty of the public relations profession to Mexicans and its development in an environment different from that of the United States. The study

indicated the interest of Mexican public relations practitioners and educators in writing related skills, employee relations, planning and evaluation procedures. Moreover, respondents to this study rated high the value of ethics for public relations. Also the study found the agreement between Mexican and American practitioners on the value of different professional skills. The author suggested that this agreement could result from the influence of American books and research journals on public relations and on the opinions of Mexican practitioners.⁹⁷

Public Relations in China

The study of public relations practices in China revealed that Chinese and Western management systems differ dramatically due to fundamental differences in social traditions, value systems and cultural inheritance.⁹⁸ From reading about PR practices in China it can be assumed that the difference in the current political system plays a major role as well. One of China's prominent PR practitioners and vice president of the Beijing Public Relations Association noted that nothing could be done in public relations without (Communist - A.G.) Party support.⁹⁹ Nevertheless, traditional Confucian values have the greatest impact on the interpersonal relations even under the communists rule in China affecting the practice of public relations.¹⁰⁰

The public relations profession was introduced to China in the early 1980s. It started with joint ventures in "special economic zones" designed for cooperation with capitalist countries. The development of the profession passed through three stages.¹⁰¹

The "introduction stage" lasted from 1980 to 1985. It was accompanied by several misconceptions about PR. First is defined as a "Miss PR" or "Mr. PR" perception of

professionals. The definition is derived from the beauty contests. PR practitioners were compared to contestants in their task to be nice. The second misconception was that PR practitioners were no more than high-level receptionists. Both misconceptions were widespread among the public as well as among practitioners themselves.¹⁰² At this stage the first government PR department was formed by the city of Tianjin.¹⁰³

The “upsurge stage” lasted from 1986 to June 1989. This stage was characterized as a “public relations explosion.” During this stage many books and articles on public relations were published. Several universities established courses in public relations and several professional associations were formed. All practitioners were obligated to attain membership in one of those associations. But, at the same time, “Miss PR” contests were held in several major cities with significant numbers of acting practitioners as contestants.¹⁰⁴

The “rethinking stage” started after the brutal suppression of the student demonstration at Tiananmen square by the Chinese government. After July 4, 1989 political leadership ordered everyone to reconsider all ideas “imported from the West.” Public relations was among those ideas. The approach to the re-consideration of imported ideas was defined by Chinese leaders as “only the useful parts of foreign ideas be applied.”¹⁰⁵ The principles of public relations with Chinese features were defined by the president of China’s Public Relations Society as follows:

1. Socialist public relations should serve the modernization needs of the country, within the restrictions of the socialist system;
2. PR should harmonize various competing segments and motivate maximum efforts toward achieving socialist goals;
3. PR practice should operate under the guidance of Marxism and Mao Zedong’s thought;

4. PR activities should be undertaken under a framework designed by the party and government leadership, and in accordance with their pronouncements concerning PR's applicability;

5. PR practice should aim at providing the public with information concerning party and government policies and facilitate these policies through promoting greater understanding and acceptance.¹⁰⁶

At the same time that public relations practice was accepted at the highest level. Chinese authorities used PR as a tool for changing the country's image abroad.¹⁰⁷ The analysis of these principles makes doubtful author's opinion that the practice of public relations in China is conducted according to the two-way symmetrical model.

Public Relations in Saudi Arabia

The author of the study of public relations practices in the Kingdom of Saudi Arabia noted that the greatest influence on the current development of public relations practices in Arab countries was Saudi and Kuwaiti examples during the Gulf War.¹⁰⁸ But the authors did not mention the influence of American and Western European PR practices on the development of communication during that war.

The beginning of PR practice in Saudi Arabia is attributed to the discovery of Saudi oil resources and following contacts between foreigners and Saudi society.¹⁰⁹ The practices of public relations consist of dealing with such issues as annual pilgrimage to the Muslims' holy places which bring masses of foreigners to the country, educating nomads about the benefits of agriculture, and improving the country's image abroad.¹¹⁰ The last function is generally served by Saudi embassies in foreign countries.¹¹¹ It is not surprising that most public relations activities are conducted by government agencies. Moreover,

public relations is perceived by authorities and practitioners themselves “in almost the same way , as a propaganda function rather than a function of decision-making and consultation.”¹¹²

Public Relations in Egypt

Egypt is probably the most Westernized country in the Arab world. Mass communication developed in this country long before it developed in other nations of the region. Nevertheless, the perception of public relations is still vague and “business people do not understand that a public image should coincide with reality.” A few public relations consultancies offer following services: media relations, special events, clipping and monitoring of the media, and marketing support. But the technological level of these services is lower than that of American or European PR.¹¹³

Public Relations in Africa

Nigeria was the first African country where public relations departments or associations were established. The beginning of public relations in Nigeria was set by the government, which had tried to reach American public opinion in 1960s. The press agency model is generally practiced in Nigeria as in other African countries.¹¹⁴

International Public Relations

Public relations practitioners in the international arena deal with a variety of issues and cultures. One of the issues is to promote, change or strengthen the image of one culture among the people of other cultures or image management.¹¹⁵ The governments are the

major players in international communication but more and more businesses are starting to act internationally.

“The greatest impact for international public relations as the 1990s started was the increased cross border activity of many corporations.”¹¹⁶ The major problem for any multinational corporation is whether to conduct a number of localized campaigns or a standardized global campaign.¹¹⁷ There is no reliable research on this topic and there is no place to receive an education in international PR.¹¹⁸ The authors who discussed the topic of transferability of public relations practices and availability of standardized international PR program expressed different opinions based on their studies or personal experiences.

For example, Joyce Wouters in her book International Public Relations discusses the theory of Theodor Levitt, Harvard Business School professor. According to Levitt, nations are becoming more similar commercially. The globalization of the communications industry with modern facilities created a worldwide commonality of interest which surpasses national interests.¹¹⁹

Robert Leaf from Burson-Marsteller International wrote in his chapter on “International PR” in Lesly’s Handbook of Public Relations and Communications: “The greatest need an individual or company has when dealing internationally is understanding LOCAL culture and having the ability to use that understanding effectively.”¹²⁰

There are two types of international public relations programs conducted by businesses. Corporate PR programs are more under the control of a corporation’s headquarters with as much active local participation as possible. Product-oriented programs are entrusted more to local divisions. Generally, international PR programs could be described as central communication - local application. This approach is

conditioned by the necessity to deal with a wide variety of cultures in the course of international communication. Timing is also very important due to the variety of the time zones around the globe and rapid flow of information in the modern world.¹²¹

These differences contribute to the widespread practitioners belief that “having an understanding and facility in dealing internationally cannot replace the local practitioner’s knowledge of media and customs in his/her country.”¹²²

The lack of education on international public relations is frequently satisfied by in-house training for employees of multinational companies.¹²³ Such a form of professional training becomes crucial in the absence of educational programs. Modern technology such as e-mail and computer databases are also helping international practitioners receive necessary information or develop plans for international PR campaigns.¹²⁴

Opinions about the role of American PR practitioners in world communication are quite different. Though many public relations practitioners from the countries other than the United States expressed respect for American PR practice and recognized its influence on the development of the PR profession in their country, Americans are more skeptical about their role in international PR. Leaf wrote that Americans by nature are more relaxed and informal about relationships than nationals of other countries and that is an obstacle for them when dealing with international publics.¹²⁵ Burk¹²⁶ and Farinelli¹²⁷ agreed that London, not New York, is the PR capital now. Mallinson suggested that public relations itself is a purely Anglo-Saxon concept.¹²⁸

The public relations profession is closely related to the environment where it is to be practiced. The political situation, economic development, media system, and traditions all influence the way in which PR is performed. That makes the application of American

experience internationally rather questionable. Even two English-speaking countries do not speak the same English language.¹²⁹

American practitioners working internationally have different opinions about the application of American public relations to professional practices of other countries. For example, media relations are considered by different authors as universal and highly related to cultural context.¹³⁰ A more balanced position was expressed by John Reed: “Research, Objectives, Methods, Programming, Message Development remain very much the same. The variable is audience.”¹³¹ According to Corbett, many U.S. public relations programs can be exported and implemented in foreign countries with some adaptation.¹³²

The study of “Global Qualities of Excellence”, cited in the Manager’s Guide to Excellence in Public Relations and Communication Management, revealed that “the broad generic principles of excellence (in public relations - A.G.) apply to any culture in which organizations make strategic choices and the people affected by those choices can respond.” Some qualities that contribute to excellence differ among the nations. The study was conducted in the United States, England, Canada, Slovenia and incorporated the data obtained by another study of 39 nations described by Hofstede.¹³³

Another significant step toward an “international body of knowledge” in public relations was made by James and Larissa Grunig who conducted “meta-research,” “Models of Public Relations in a International Setting.” The research found that four models of public relations (public information, press-agentry, two-way asymmetrical, two-way symmetrical) are applicable to the practices in three different countries (Greece, India, and Taiwan) though the profession itself is not as developed there as in the United States.¹³⁴

The problem of American public relations in the international arena is not the quality or the nature of American PR but the level of preparedness of American practitioners for international performance. The study conducted by Fitzpatrick and Whillock found that “U.S. public relations practitioners are unprepared” to provide their services internationally.¹³⁵ “Currently, public relations has fewer people with international experience than any other service sector.”¹³⁶ The majority of practitioners who work internationally were new to that area of professional activities. More than 50% predicted the growth of the international share of their work.¹³⁷ In the absence of academic courses in international public relations, with the only exception being the School of Communication of Northern Arizona University,¹³⁸ most practitioners will rely on reading to acquire the needed information about international practice.¹³⁹ So, the publication of research concerning international public relations is very important.

Conclusion

The literature review indicated that public relations can be considered a profession because it has some specific, common attributes found internationally. Common patterns in the development of public relations in different countries have been found. The development of public relations in countries other than the United States was influenced by American professional practice. The studies of “Global Qualities of Excellence (in Public Relations and Communication Management - A.G.)” and “Models of Public Relations in

International Setting” indicated that the American-born theories apply internationally. Consequently, public relations is not a unique feature of Anglo-Saxon culture.

Indeed, if the idea is so foreign to the majority of the nations why it is accepted by them initially? Rather, public relations is a profession invented by Anglo-Saxons, and primarily American cultures, and accepted by other nations at a certain point of political, economic, and social development. It has happened with other professions, social institutions, sciences, and techniques. The differences in environments are influencing the extent of public relations practices, its level, and its tactics - - not the goals and general methods of program implementation.

If public relations is not a unique feature of Anglo-Saxon culture but a profession, and public relations in many countries of the world developed under the influence of the American model of public relations, than it would be reasonable to suggest that the experience of American public relations profession, as well as European PR, can be used to shape the development of this profession in countries where public relations is coming through the initial stages of existence. In the words of the 1992 president of the International Public Relations Association, James Pritchitt, “Developed countries must recognize their responsibility to develop public relations in the new democracies of the world.... America as the cradle of public relations, has a special responsibility to help its development, both domestically and internationally.”¹⁴⁰

Unfortunately, available literature does not provide information on the international application of American public relations practices or on the activities of the newly established Russian public relations profession. The lack of the research material on international PR practice does not allow a researcher to identify the common elements of

public relations employed internationally. Questions concerning the specific techniques and objectives of public relations are not answered completely. The question about what elements of international or foreign PR practice should be adjusted to local conditions and how it should be done can not be answered without this data. The application of international PR experience to Russian specific conditions can not be made before Russian public relations practice is evaluated according to international professional norms.

Further research is needed to satisfy the goals of this study, which are the extent of application of American public relations in the world and its potential capability to serve the development of Russian public relations.

NOTES

¹ Dennis L. Wilcox, Phillip H. Ault, and Warren K. Agee, Public Relations: Strategies and Tactics, (New York, NY: HarperCollins Publishers, 1992), 39.

² Scott M. Cutlip, Public Relations History, (Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers, 1995), 1.

³ Bill Malinson, "A Clash of Cultures: Anglo-Saxon and European Public Relations. New Versus Old. or Just Dynamic Interaction?" International Public Relations Review 3 (1991): 24.

⁴ Garth S. Jowett and Victoria O'Donnel, Propaganda and Persuasion, (Newbury Park, CA: SAGE Publications, 1992), 161.

⁵ Frank Winston Wylie, "Commentary: PR is Not Yet A Profession," Public Relations Review (Spring 1994): 1.

⁶ Ibid.

⁷ Stephen Anderson, "Successfully Working with International Journalists," Communication World (September, 1994): 31.

⁸ Wilcox, Ault, and Agee, 41.

⁹ Karl Nessmann, "Public Relations in Europe: A Comparison with the United States," Public Relations Review (Summer 1995): 157-158.

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CHAPTER III

METHODOLOGY

Introduction

The literature analyses indicated the influence of American public relations on the development of this profession in different countries of the world. Also the literature on international public relations revealed a number of common features and patterns in the profession of public relations in most of the countries considered. This serves as a basis for the assumption that some public relations elements are the same around the globe. At the same time, public relations is viewed as a profession that is closely related to the local environment. That leads to the following questions: What public relations elements are common to the professional practices of different countries? What kind of professional experience can be adopted internationally and to what extent can it be adjusted to local conditions?

On the other hand, the review of the literature on Russian public relations indicated a lack of information on the nature of professional practice there. That makes adaptation of international or American experience to the Russian environment even more difficult.

This study is an attempt to resolve these problems through survey of Russian and American public relations practitioners.

Variables and Hypotheses

The analysis of the international practice of American public relations specialists and its relationship with Russian public relations practice has to answer following questions:

- What elements of public relations are used by American practitioners internationally?

- What elements of public relations are used by Russian practitioners?

- What models of public relations fit the international activities of American practitioners and the activities of Russian practitioners?

- What things can Russian practitioners learn from their American counterparts?

The study can be divided into three parts. In the first part, the activities of Russian public relations practitioners are studied. This part of the study attempts to find what functions are performed by Russian practitioners, with what frequency, and what PR model best fits public relations practice in Russia.

The second part deals with the international activities of American practitioners. The following questions are examined: what functions are performed by American practitioners internationally, with what frequency, what is the role of local agents in performing those functions, and what PR model best fits international activities of American practitioners.

The third part of the study is a comparison of international activities of American practitioners and activities of Russian practitioners. The possibility of a common model for both practices is examined.

The following variables are used in this study :

Elements of public relations - functions constituting the professional work of the public relations specialist. The complete list of different public relations functions as defined for this study is included in the questionnaire.

Geography of PR practice - the regions where public relations functions were conducted by American practitioners. Defined as eight regions of the world other than USA/Canada region. Regions are specified in the preliminary letter.(See appendix C). These regions are Western Europe, Eastern Europe, Former Soviet Union, Latin America, Southeast Asia, Australia/ New Zealand, Middle East, and South Africa. The last two regions are further considered together due to the small representation.

Public relations research - number of activities conducted by public relations specialists in order to investigate different issues related to their practice. For example, such issues as the public's attitudes, flow of information, and identification of opinion leaders. Formal and informal methods could be used by researchers. In some cases research is not conducted at all. Consequently, usage of research in public relations is defined as "formal," "informal only," or "no research at all."

Public relations objectives - what public relations activities should accomplish, the desired outcome of those activities. Objectives are defined as "informing public," "influencing public," and "mutual understanding."

Frequency of performing the PR functions - how often each function was performed in each particular case. Defined by the scale "never" (1) to "all the time" (5).

Role of local agents/colleagues - what part did local agents or colleagues of American practitioners take in conducting each public relations function. Defined by the scale from "didn't take part" (7) to "equal partner" (1).

Attitudes toward the use of research - what type of the use of research is favored more than other and what is favored less. Defined as the number of practitioners in each category of the research usage.

Attitudes toward public relations objectives - what are preferred by practitioners as objectives for their activities. Defined as number of people using each category of objectives.

This study will examine the following hypotheses:

I. Russian PR:

1. There is no difference in frequency of performance among public relations functions.

2. There is no difference in practitioners' attitudes toward research usage between three categories of the use of research

3. There is no difference in practitioners' attitudes toward public relations objectives between three types of PR objectives.

II. International activities of American practitioners:

1. There is no difference in frequency of performance among different functions, world regions, and possible combinations.

2. There is no difference in the roles of the local agents/colleagues among PR functions, world regions, and possible combinations.

3. There is no relationship between world regions and the use of research by PR practitioners.

4. There is no relationship between world regions and objectives set by practitioners for their activities.

III. Comparison of international activities of American practitioners and activities of Russian practitioners:

1. There is no difference in frequency of PR functions performance among world regions, different functions, and their possible combinations.

2. There is no relationship between world regions and the use of research by PR practitioners.

3. There is no relationship between world regions and objectives set by practitioners for their activities.

Sample

Selection of Russian Public Relations Practitioners

The total population of Russian practitioners is not yet known but the experience of the Professional Communicators Guild of Russia indicated that the majority of Russian practitioners operate in only a few metropolitan areas. Moscow and St. Petersburg prevail among those areas. The study of professional practices in these cities will cover most of the public relations activities in Russia. Such an assumption narrows the study focus which is not unimportant for an international survey. The survey of the total population of Russian PR practitioners is not feasible due to the absence of databases or directories of practitioners. The novelty of public relations contributes to the lack of data about professional practice and to the difficulty of determining what is PR professional practice and what is not.

The researcher's contact with the St. Petersburg Association of Public Relations Specialists (APRS) affected the choice of geographical region for this study. The

feasibility of delivering the questionnaire to and from St. Petersburg, control over its distribution and collection, and the use of the St. Petersburg Association's information on PR practitioners in that region to compose the sample were conditions which made this part of study feasible.

According to data collected by the St. Petersburg Association of Public Relations Specialists, there about 300 people in the St. Petersburg region who are involved in some kind of public relations activities. But only 60 of them are the members of the Association or have a contact with it. Since recognition of the professional status of PR is still going on in Russia, those who did not contact the Association are considered non-professionals. The majority of people who are involved in public relations but did not contact the Association started working in PR fairly recently compared to many Association members. The Association views them as potential public relations specialists who do not yet recognize their role, status, and professional specifics yet.

The 60 people who recognized their status as public relations professionals constituted the population of the survey of Russian practitioners. The random sample of 30 was drawn by colleagues in St. Petersburg. They were contacted on the condition of anonymity of their answers since many public relations activities in Russia are considered confidential.

Selection of American Public Relations Practitioners

The public relations practice in the United States is assumed to be the most developed in the world. That was the reason for the selection of American PR as a model

for the development of newly established public relations in other countries and in Russia in particular.

Public relations professionals are numerous in the United States and the membership in professional organization is common for them. It was assumed that two major professional organizations, such as the Public Relations Society of America (PRSA) and the International Association of Business Communicators (IABC), would include the majority of American practitioners. The PRSA's membership directory and IABC's PeopleFinder database were used to select the sample for the survey of American practitioners.

The comparison of public relations practices in the United States and Russia would indicate only the most obvious differences and similarities of these two PR industries. The influence of different cultural, social, political, economic, and media systems on the two countries and their public relations practices would affect the study results and no conclusion on the application of certain elements of American public relations to Russia can be made on that basis.

The comparison of Russian public relations to international PR would reveal the differences between Russia's newly established professional practice and public relations practiced in different regions of the world in different environments. International public relations is affected by various environments and the elements of public relations practiced internationally may be viewed as the common elements of the public relations profession. Consequently, these elements can be applied in Russia as in any other country of the world.

Since American public relations is the model for the development of public relations in Russia and since the elements of the profession that are practiced

internationally can be applied to different cultures, the total population of this study was defined as American practitioners - members of PRSA or IABC who are working or who have worked in countries other than the USA.

The membership directory of Public Relations Society of America lists 72 American practitioners as members of International Section of PRSA. The list of members of PRSA's Counselors' Academy contained 27 names of members involved in international public relations. Several names were listed in both directories, so the total number of PRSA members involved in international public relations was 95 people.

The Information Center of the International Association of Business Communicators conducted a search for practitioners involved in international public relations through its PeopleFinder database. Parameters of this search were as follows: US-located practitioner, now working or have worked in one or more regions of the world other than the United States for any type of organization and holding any type of job title other than technical and secretarial ones. The search resulted in the list of 104 practitioners.

Thus 199 American practitioners constituted the initial population for this study. One hundred of them were randomly selected for further consideration. Since both organizations have approximately equal number of members involved in international PR, 50 members of each organization were selected. PRSA members were numbered from 1 to 95. IABC members were numbered from 1 to 104. The random starting points were determined and then every third practitioner was selected from each organization's list until 50 PRSA and 50 IABC members were chosen.

There was a reason to believe that not all the practitioners included in both organizations' lists have practical international experience. Some of them might work for international clients in the United States, some might be just interested but not really involved in international PR. To clarify the issue of international involvement, a letter sent to 100 selected and to invite them to participate in the study. (See appendix C).

The answers to this preliminary letter were received from 66 of the 100 practitioners. Some of them declined to participate, or were not involved in public relations outside of North America, or were not available for the participation in the study at the that time. Thus, the actual sample was reduced to 44 practitioners. Most of these practitioners have the experience of working in more that one region of the world. In other words, almost each practitioner has more than one "experience" to be studied.

Data Collection and Analysis

Questionnaire

A questionnaire with cover letter and stamped pre-addressed return envelope was sent to each participant. Participants had about one month to respond. No followup survey was sent due to time constraints.

The questionnaire consisted of three parts: general demographic information, open-ended questions concerning the nature and objectives of practitioners' activities, and the list of PR functions with frequency scale and, in case of American practitioners, local country agents' role scale. Also, American practitioners received as many copies of the PR functions sets of functions to rate frequency of performance and locals' agents role as many regions of the world they have worked in, according to responses to the initial letter

sent to them. Russian and American practitioners received essentially the same questionnaire. Russians had a questionnaire with a more elaborate second part due to the necessity to clarify some details of public relations practice there, but they did not have a question concerning local agents' role since it was irrelevant. The questionnaire was translated by two mass communication graduate students who have knowledge of both Russian and English languages and mass communication specifics.

The first part of the questionnaire asked for some general information about Russian practitioners and Americans practicing PR internationally. The second part was designed to collect information that would answer questions about the public relations models that would fit Russian PR and international PR practice of Americans. The article "Models of Public Relations in A International Setting" served as the basis for the development of the second part of questionnaire. Meta-research reported in that article stressed the differences in usage of research and public relations objectives as the main features of the four models - - press agency, public information, two-way asymmetrical, and two-way symmetrical models.¹

The third part of the questionnaire was developed specifically for this research. This part asked for answers to questions about public relations functions performed by American practitioners internationally and by Russian practitioners. A frequency scale was used to examine how often these public relations functions were performed. The local agents/colleagues role scale was used to examine the extent of the dependence of American practitioners on their foreign counterparts.

The questionnaire was submitted for preliminary checking to one Russian PR practitioner with knowledge of English and American public relations, and one American professor teaching public relations who had PR work experience in Russia.

The survey of Russian practitioners was conducted in November-December of 1995. The survey of American practitioners was conducted in January-March of 1996.

Statistical Procedures

Randomized design ANOVA was used to analyze the data on the frequency of public relations function performance and the role of local agents/colleagues in international activities of American practitioners. This test was supported by Tukey and ETA statistical tests when needed.²

Simple chi-square was used to analyze the attitudes toward research usage and PR objectives among Russian practitioners.³

Complex chi-square was used to analyze the attitudes toward research usage and PR objectives among American practitioners working in different regions of the world.⁴

Conclusion

Assumptions

Several assumptions were made in this study. It is assumed that the profession of public relations in the United States is the most developed in the world. Also it is assumed, based on the literature review that public relations is a profession that has some common attributes that do not depend upon local culture.

Another assumption concerned the representation of American practitioners by two professional organizations (PRSA and IABC) and Russian practitioners by their St. Petersburg organization (APRS). It was assumed that the members of these organizations represent all national practitioners.

The assumption was made on the nature of the four models of public relations (press agency, public information, two-way asymmetrical, and two-way symmetrical). Since previous studies revealed that these models can be applied to public relations practice in countries other than the United States,⁵ it was assumed that the four models could be applied to Russian and international public relations.

Limitations

Financial limits, time constraints and the relative novelty of the topic have imposed several limitations on this study.

The sample of the study is relatively small for the Russian survey as well as for the American part of study. This limits the ease of generalization and of reaching conclusions. The Russian sample is geographically limited to one regional group of practitioners. Since that is one of two major cities where Russian practitioners are concentrated, Russian responses are limited to the most advanced and influential group of practitioners and not all Russian PR practitioners.

Summary

The study is designed as a two-part mail survey conducted in Russia and the United States. The study sample was composed of the members of Public Relations Society of

America and International Association of Business Communicators involved in international PR practice, and St. Petersburg (Russia) Association of Public Relations Specialists. The surveys are followed by a three-step analysis of the research data. The first part is investigating Russian public relations. The second part deals with the international activities of American PR practitioners. The results of the two surveys are compared in the third part. ANOVA and chi-square statistical tests were used for the analysis.

NOTES

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CHAPTER IV

FINDINGS

Introduction

Survey Response

The questionnaire was sent to 30 public relations practitioners in St. Petersburg, Russia. Only ten of them responded. Most of Russian respondents are in the age group from 26 to 45, former journalists followed by former administrators, working for government agencies, with a five-year diploma of higher education, experience ranged from 1 to 5 years. not speaking fluently any foreign language.

Fourteen of 44 American practitioners answered the questionnaire. Two of the returned questionnaires were not usable for this study. Nine of 12 practitioners returned several completed questionnaires concerning their public relations work in different regions of the world. Each questionnaire is considered a separate "experience." Most respondents work for consulting agencies, have PR experience of ten years or more, have Bachelor's or Master's degree, non-communication major, do not speak foreign languages fluently.

Response rate was 30 percent for both Russian and American practitioners combined.

Survey of Russian PR Practitioners

Hypotheses

Three hypotheses were tested in this part of study. They were as follows:

1. There is no difference in frequency of performance of public relations functions.
2. There is no difference in practitioners' attitudes toward the research usage between three types of the use of research.
3. There is no difference in practitioners' attitudes toward public relations objectives between three types of PR objectives.

Results of Survey

The results of statistical analysis are as follows:

1. Differences in frequency of performance among 43 PR functions (Appendix B) analyzed by randomized design ANOVA. Calculated F-ratio (5.948) is significant at .01 level with $df=42, 387$. $H(1)$ is not supported. There is a difference in frequency of performance among PR functions.

Differences in frequency of performance between pairs of PR functions. Tukey test was used to compute critical difference. Calculated critical difference is 2.397 at .05 level.

Table I

Means of Public Relations Functions Performed by Russians

N = 430

function	mean	function	mean	function	mean	function	mean
1.	3.9	2.	3.1	3.	2.1	4.	3.6
5.	2.5	6.	0.0	7.	2.9	8.	1.7
9.	2.3	10.	2.4	11.	3.5	12.	1.9
13.	1.8	14.	2.5	15.	3.8	16.	4.0
17.	3.7	18.	4.1	19.	4.5	20.	3.6
21.	3.9	22.	3.5	23.	4.4	24.	2.9
25.	3.4	26.	3.3	27.	3.7	28.	5.0
29.	3.7	30.	3.9	31.	3.4	32.	4.1
33.	4.5	34.	4.8	35.	3.5	36.	1.7
37.	3.6	38.	4.4	39.	4.0	40.	2.1
41.	2.8	42.	1.1	43.	3.5		

The following differences' values are larger than critical difference: function 1 and functions 6, 42; 2 - 6; 3 - 19, 23, 28, 33, 34, 38; 4 - 6; 5 - 6, 28; 6 - 7, 10, 11, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 37, 38, 39, 41, 43; 8 - 18, 19, 23, 28, 32, 33, 34, 38; 9 - 28; 10 - 28; 11 - 42; 12 - 19, 23, 28, 33, 34, 38; 13 - 19, 23, 28, 33, 34, 38; 14 - 28; 15 - 42; 16 - 42; 17 - 42; 18 - 36, 42; 19 - 36, 40, 42; 20 - 42;

21 - 42; 22 - 42; 23 - 36,42; 27 - 42; 28 - 36, 40, 42; 29 - 42; 30 - 42; 32 - 36, 42; 33 - 36, 40, 42; 34 - 36, 40, 42; 35 - 42; 36 - 38; 39 - 42; 42 - 43.

Function 42 had the lowest frequency score and function 28 has the highest frequency score. Function 42 is performed more often than any other function. ETA coefficient is .36 which is moderately different from zero. Coefficient of determination is .13. That means that 13% of variance in frequency scores is accounted for by variation among PR functions.

The study indicated that different public relations functions are performed with various frequency by Russian practitioners. Functions with the lowest scores are practiced most often by Russian practitioners. Functions with the highest scores are practiced rarely by Russian practitioners. Function 42 (planning PR programs) is performed more often than any other function. This function is followed by functions 8 (news releases) and 36 (legislation monitoring), 13 (press interviews), and 12 (fact sheets for media). Function 28 (fund raising) is the least performed of all. All the other functions are in between these two functions (42 and 28).

Due to computer program limitations, the functions were grouped into 8 categories as follows:

1. Research functions (1-7).
2. Media relations functions (8-18).
3. Publishing activities (19-23).
4. Special events (24-28).
5. Internal communications (31).

6. Community relations (29-30, 32-35).

7. Government relations (36-39).

8. Management functions (40-43).

Using these categories, the results of the statistical analysis are as follows:

Differences in frequency of performance between 8 groups of PR functions are examined. Randomized design ANOVA used for analysis. Calculated F-ratio (9.053) is significant at .01 level with $df=7, 422$. $H(1)$ is not supported. There is a difference in frequency of performance among categories of PR functions.

Differences in frequency of performance among pairs of 8 groups of PR functions. Tukey test. Calculated critical difference is 1.04 at .05 level.

Table II
Means of PR Function Grouped in Categories
N = 430

function	mean	function	mean	function	mean	function	mean
1.	2.586	2.	2.882	3.	3.98	4.	3.66
5.	4.083	6.	3.4	7.	3.425	8.	2.375

The following differences' values are larger than critical difference: 1 - 4, 5; 2 - 3, 5; 3 - 8; 4 - 8; 5 - 8; 7 - 8.

Function 8 has the lowest score and function 5 has the largest score. ETA coefficient is .36 which is moderately different from zero. Coefficient of determination is .13. That means that 13% of variance in frequency scores is accounted for by PR functions.

Public relations functions grouped into eight categories are also performed with different frequency by Russian practitioners. Functions of group 8 (management functions) are the most frequently performed functions. Functions of group 5 (internal communications) are performed least often by Russians. All other functions are between these two groups in terms of frequency of their performance.

2. Differences in practitioners' attitudes toward the use of research are examined. Simple chi-square test was used. The calculated value is 15, $df=2$. The chi-square value is significant at .01 level. There are differences in practitioners' attitudes toward the use of research. $H(2)$ is not supported.

Table III

Distribution of Practitioners Among the Types of the Use of Research

N = 10

1- formal research is used	2 - only informal research	3 - no research
0.0	5.0	5.0

According to the data, Russian practitioners are divided into two groups. One group uses informal research only. Another group of practitioners does not use research at all. The groups are roughly equal in the size.

3. Differences in practitioners' attitudes toward public relations objectives examined. Simple chi-square was used for analyses. The calculated value is 16.1, $df=2$. The chi-square value is significant at .05 and .01 level. There are differences in practitioners' attitudes toward public relations objectives. $H(3)$ is not supported.

Table IV
Distribution of Practitioners Among the Types of PR Objectives

N = 10

1 - mutual understanding	2 - influence	3 - information
2.0	1.0	6.0

The examination of the differences in practitioners' attitudes toward setting public relations objectives indicated that most practitioners have "information" as an objective of their professional performance. A much smaller group has "mutual understanding" as its objective, and the smallest group has "influence" as an objective. The major objective of public relations practice in Russia is "information."

Survey of International Activities of American Practitioners

Hypotheses

Four hypotheses were tested in this part of study. They were as follows:

1. There is no difference in frequency of public relations functions performance among world regions, different functions and their combinations.

2. There is no difference in the roles of local agents/colleagues among world regions, different functions and their combinations.

3. There is no relationship between world regions and the use of research by practitioners.

4. There is no relationship between world regions and objectives set by practitioners.

Results of Survey

The results of statistical analysis are as follows:

1. Differences in frequency of performance among 43 PR functions are examined. (appendix) Randomized design ANOVA used for analysis. Calculated F-ratio (6.84) is significant at .01 and .05 levels with $df=42, 1113$. $H(1)$ is not supported. There is a difference in frequency of performance among PR functions.

Differences in frequency of performance among pairs of PR functions. Tukey test. Calculated critical difference is 1.534 at .05 level..

Table V
Means for PR Functions Performed by Americans

N = 1156

function	mean	function	mean	function	mean	function	mean
1.	2.23	2.	3.411	3.	3.87	4.	4.3
5.	3.6	6.	2.87	7.	3.129	8.	2.416
9.	3.584	10.	2.905	11.	3.979	12.	3.621
function	mean	function	mean	function	mean	function	mean
13.	2.733	14.	3.482	15.	4.698	16.	3.318
17.	4.514	18.	3.491	19.	3.566	20.	3.027
21.	3.98	22.	3.655	23.	2.334	24.	3.068
25.	4.315	26.	3.548	27.	4.356	28.	4.602
29.	4.041	30.	4.595	31.	3.448	32.	4.386
33.	4.511	34.	4.236	35.	4.359	36.	4.53
37.	4.373	38.	4.523	39.	4.186	40.	3.68
41.	2.63	42.	2.186	43.	3.448		

The following differences' values are larger than critical difference: function 1 and functions 3, 4, 11, 15, 17, 21, 25, 27, 28, 29, 30, 32, 33, 34, 35, 36, 37, 38, 39; 3 - 42; 4 - 8, 23, 41, 42; 6 - 15, 17, 30, 33, 36, 38; 7 - 17; 8 - 11, 15, 17, 21, 25, 27, 28, 29, 30, 32, 33, 34, 35, 36, 37, 38, 39; 10 - 28, 30, 33, 36, 38; 13 - 15, 17, 25, 27, 28, 29, 30, 32, 33, 35, 36, 37, 38; 15 - 20, 23, 24, 41, 42; 17 - 23, 41, 42; 20 - 28, 30; 23 - 25, 27, 28, 29, 30, 32,

33, 34, 35, 36, 37, 38, 39; 24 - 28; 25 - 41,42; 27 - 41,42; 28 - 41, 42; 29 - 41, 42; 30 - 41, 42; 32 - 41, 42; 33 - 41, 42; 34 - 41, 42; 35 - 41. 42; 36 - 41,42; 37 - 41, 42; 38 - 41,42; 39 - 41. 42.

Function 42 had the lowest frequency score and function 15 had the highest frequency score. ETA coefficient is .5 which is moderately different from zero. Coefficient of determination is .21. That means that 21 percent of variance in frequency scores is accounted for by differences in PR functions.

Public relations functions are performed differently by American practitioners in their international practice. Function 42 - has the lowest and function 28 - highest scores. That means that function 42 (planning PR programs) is the most frequently performed function in the international practice of American specialists. This function is followed by functions 1 (defining target audience and its characteristics), 23 (brochures, books, etc.), and 8 (news releases). Function 15 (paid publications) has the highest frequency score and therefore, is the least performed function by Americans internationally. All other functions' scores are between these two functions (42 and 15).

Due to the computer program limitations, functions were grouped into 8 categories as follows:

1. Research functions (1-7).
2. Media relations functions (8-18).
3. Publishing activities (19-23).
4. Special events (24-28).
5. Internal communications (31).
6. Community relations (29-30, 32-35).

7. Government relations (36-39).

8. Management functions (40-43).

The results of the statistical analysis are as follows:

Differences in frequency of performance among 8 categories of PR functions are examined. (appendix) Randomized design ANOVA is used for analysis. Calculated F-ratio (14.923) is significant at .01 level with $df=7, 1152$. $H(1)$ is not supported. There is a difference in the frequency of performance between groups of PR functions.

Differences in frequency of performance between pairs of categories of PR functions. Tukey test. Calculated critical difference is .541 at .05 level.

Table VI

Means for PR Functions Grouped in Categories

N = 1157

function	mean	function	mean	function	mean	function	mean
1.	3.343	2.	3.519	3.	3.466	4.	3.778
5.	4.355	6.	3.448	7.	4.388	8.	2.994

The following differences' values are larger than critical difference: 1 - 5, 7; 2 - 5, 7; 3 - 5, 7; 4 - 5, 7, 8; 5 - 6, 8; 6 - 7; 7 - 8.

Function 8 had the lowest frequency score and function 7 had the highest frequency score. ETA coefficient is .28 which is moderately different from zero. Coefficient of

determination is .08. That means that 8% of variance in frequency scores is accounted for by differences in PR functions.

The same functions grouped into eight categories were also performed differently in terms of frequency by American practitioners. Functions of group 8 (management functions) has the lowest score and, consequently, is performed more often than other functions. It is followed in frequency by group 1 (research functions). Functions of the group 7 (government relations) have the highest score. These functions are the least often performed ones.

Differences in frequency of functions' performance among world regions are examined. (Appendix C). Randomized design ANOVA analyses used for examination. Calculated F-ratio (15.033) is significant at .01 level with $df=4, 1151$. $H(1)$ is not supported. There is a difference in frequency of functions' performance among world regions.

Differences in frequency of performance among pairs of world regions. Tukey test. Calculated critical difference is .392 at .05 level.

Table VII

Means for the Regions of the World Where American Practitioners Work for PR Functions

N = 1156

region	mean	region	mean	region	mean	region	mean
1.	3.312	4.	3.273	5.	3.333	6.	3.783
7.	4.64						

The following differences' values are larger than critical difference: 1 - 6, 7; 4 - 6, 7; 5 - 6, 7; 6- 7.

Region 4 had the lowest frequency score and region 7 had the highest frequency score. ETA coefficient is .22 which is moderately different from zero. Coefficient of determination is .05. That means that 5% of variance in frequency scores is accounted for by regions of the world.

Public relations functions are performed by Americans differently in terms of frequency in different regions of the world. Region 4 (Latin America) has the lowest score of the frequency of performance. That means that PR functions overall are performed by American practitioners more often in this than in any other region. Region 1 (Western Europe) follows region 4. Region 7 (Middle East and South Africa) has the highest score which means that public relations functions overall are performed there by Americans least often compared to other regions. Other regions' scores are in the middle of the scale.

Differences in frequency of groups of functions' performance between world regions are examined. Randomized design ANOVA was used for analyses. Calculated F-

ratio (15.056) is significant at .01 level with $df=4, 1152$. $H(1)$ is not supported. There is a difference in frequency of functions' performance between world regions.

Differences in frequency of performance between pairs of world regions. Tukey test. Calculated critical difference is .392 at .05 level..

Table VIII

Means for the Regions of the World Where Americans Work. Variation for PR Categories

$N = 1157$

region	mean	region	mean	region	mean	region	mean
1.	3.341	4.	3.266	5.	3.339	6.	3.699
7.	4.661						

The following differences' values are larger than critical difference: 1 - 7; 4 - 6, 7; 5 - 7; 6- 7.

Region 4 had the lowest frequency score and region 7 had the highest frequency score. ETA coefficient is .22 which is moderately different from zero. Coefficient of determination is .05. That means that 5% of variance in frequency scores is accounted for by regions of the world.

The same regions examined in regard to eight groups of public relations functions also have differences in the frequency scores. The same regions have lowest and highest scores. But the second in regard to frequency scores region is region 5 (Southeast Asia).

Region 1 (Western Europe) is third in regard to frequency of PR functions performance. The strength of relationship is weak.

Differences in frequency of PR functions performance among combinations of different functions and world regions are examined. The SYSTAT program was not able to analyze such a large problem, so PR functions were grouped into 8 categories as described above. Two factor ANOVA. Calculated F-ratio (.82) is not significant at .05 level, $df= 40, 1117$. $H(1)$ is supported. There is no difference in frequency of PR functions performance among combinations of different functions and world regions.

2. Differences in roles of local agents/colleagues among 43 PR functions. Randomized design ANOVA is used for analyses. Calculated F-ratio (.568) is not significant at .01 level with $df=42, 2352$. $H(1)$ is supported. There is no difference in frequency of performance among PR functions.

Differences in roles of local agents/colleagues among groups of PR functions. Randomized design ANOVA. Calculated F-ratio (2.441) is not significant at .01 level with $df=42, 2387$. $H(1)$ is supported. There is no difference in frequency of performance among PR functions.

The roles of local agents/colleagues working with American practitioners are not different according to the data. That means relatively equal participation of local agents in international activities of American practitioners. The same data analyzed for the PR functions grouped into categories supports this result.

Differences in roles of local agents/colleagues among world regions for 43 functions. Randomized design ANOVA. Calculated F-ratio (21.566) is significant at .01 level with $df=5, 2389$. $H(1)$ is not supported. There is a difference in roles of local agents/colleagues among world regions.

Differences in roles of local agents/colleagues among the pairs of world regions for 43 functions. Tukey test. Calculated critical difference is .662 at .05 level.

Table IX

Means for the Roles of Local Agents in Different Regions of the World

$N = 2395$

region	mean	region	mean	region	mean	region	mean
1.	2.44	4.	2.89	5.	2.549	6.	5.372
7.	.306	2.	2.0				

The following differences' values are larger than critical difference: 1 - 6, 7; 4 - 6, 7; 5 - 6, 7; 6 - 7; 2 - 4, 6, 7.

Region 7 had the lowest frequency score and region 6 had the highest frequency score. ETA coefficient is .2 which is very moderately different from zero. Coefficient of determination is .04. That means that 4% of variance in frequency scores is accounted for by regions of the world.

The roles of local agents/colleagues are different in different regions of the world where American practitioners perform PR work. Region 7 (Middle East and South Africa)

has the lowest score. That means that local agents/colleagues are playing an important role in the local professional activities of American practitioners. Region 2 (Eastern Europe) is second in the importance of the role played by local agents/colleagues. Region 6 (Australia/New Zealand) has the highest score meaning the local agents/colleagues played the least important role in Americans' international practice. Other regions' scores are between these two groups of scores.

Differences in roles of local agents/colleagues among regions of the world for categories of PR functions. Randomized design ANOVA. Calculated F-ratio (31.38) is significant at .01 level with $df=5, 2389$. $H(1)$ is not supported. There is a difference in roles of local agents/colleagues among world regions.

Differences in roles of local agents/colleagues among the pairs world regions for groups of functions. Tukey test. Calculated critical difference is .555 at .05 level.

Table X
Means for the Roles of Local Agents in the Regions of the World for PR Categories
N = 2395

region	mean	region	mean	region	mean	region	mean
1.	2.364	4.	2.89	5.	2.549	6.	5.372
7.	.306	2.	2.0				

The following differences' values are larger than critical difference: 1 - 6, 7; 4 - 6, 7; 5 - 6, 7; 6 - 7; 2 - 4, 6, 7.

Region 7 had the lowest frequency score and region 6 had the highest frequency score. ETA coefficient is .25 which is very moderately different from zero. Coefficient of determination is .06. That means that 6% of variance in frequency scores accounted for by regions of the world.

The same test repeated for eight groups of PR functions indicated the same regions with highest and lowest scores. Local agents play more important roles in region 7 (Middle East and South Africa) than in any other regions. They play the least important role in region 6 (Australia/New Zealand).

SYSTAT was not capable of analyzing combination of local agents/colleagues roles and world regions.

3. Differences in the use of research by American practitioners. Simple chi-square. Calculated value is 29.4, $df=2$. The calculated value is significant at .01 levels. There are differences in practitioners' attitudes toward the use of research.

Table XI

Distribution of American Practitioners Among the Types of Research Usage

N = 18

1- formal research is used	2 - only informal research	3 - no research
5.0	12.0	0.0

Relationship between world regions and the use of research. Complex chi-square. The calculated value is 4.48, df=10. The chi-square value is not significant at .05 level. There is no relationship between world regions and the use of research. H(3) is supported.

Table XII

Distribution of American Practitioners Among the Types of Research Usage and World Regions

N = 18

1- formal research is used	2 - only informal research	3 - no research	region
3.0	4.0	0.0	a
0.0	1.0	0.0	b
0.0	2.0	0.0	d
1.0	4.0	0.0	e
1.0	0.0	0.0	f
0.0	1.0	0.0	h

According to the data, most American practitioners use only informal research in their practice. A smaller group uses formal research and nobody practices public relations without any research at all. Informal research prevails in the international practice of American specialists. There are no apparent differences in the use of research by Americans among regions in the world.

4. Differences in practitioners' attitudes toward public relations objectives. Simple chi-square. The calculated value is 30.27, $df=2$. The chi-square value is significant at .01 level. There are differences in practitioners' attitudes toward public relations objectives. $H(3)$ is not supported.

Table XIII

Distribution of American Practitioners Among the Types of PR Objectives

$N = 18$

1 - mutual understanding	2 - influence	3 - information
2.0	6.0	1.0

Relationship between world regions and PR objectives. Complex chi-square. The calculated value is 3.146, $df=6$. The chi-square value is not significant at .01 level. There is no relationship among world regions and PR objectives. $H(3)$ is supported.

Table XIV

Distribution of American Practitioners Among the Types of PR Objectives and World

Regions

N = 18

1- mutual understanding	2 - influence	3 - information	region
1.0	3.0	1.0	a
0.0	0.0	0.0	b
0.0	1.0	0.0	d
1.0	1.0	0.0	e
0.0	1.0	0.0	f

The PR objectives set by American practitioners for their professional activities are different. The largest group of practitioners indicated “influence” as an objective for their work. A smaller group indicated “mutual understanding” as an objective, and the smallest group indicated “information” as an objective. “Influence” is the major objective for international practice of American public relations specialists. No relationship between world regions and types of PR objectives was found.

Comparison of International Activities of American Practitioners, by World Regions and Activities of Russian Practitioners

Hypotheses

Three hypotheses were tested in this part of study. They are as follows:

1. There is no difference in frequency of public relations functions performance between world regions, different functions and their combinations.
2. There is no relationship between world regions and the use of research by practitioners.
3. There is no relationship between world regions and objectives set by practitioners.

Results of Comparison

The results of statistical analysis are as follows:

1. Differences in frequency of performance among 43 PR functions. Randomized design ANOVA. Calculated F-ratio (8.754) is significant at .01 level with $df=42, 1544$. $H(1)$ is not supported. There is a difference in frequency of performance among PR functions.

Differences in frequency of performance among the pairs of 43 PR functions. Tukey test. Calculated critical difference is 1.336 at .05 level.

Table XV

Means for PR Functions Performed By Russian and American Practitioners Combined

N = 1587

function	mean	function	mean	function	mean	function	mean
1.	2.568	2.	3.108	3.	3.297	4.	3.946
5.	3.083	6.	1.892	7.	3.027	8.	2.105
9.	2.889	10.	2.703	11.	3.514	12.	2.946
13.	2.243	14.	2.973	15.	4.324	16.	3.472
17.	4.083	18.	3.757	19.	3.757	20.	2.973
21.	3.703	22.	3.405	23.	2.865	24.	2.595
25.	3.703	26.	3.081	27.	3.973	28.	4.459
29.	3.811	30.	4.194	31.	3.378	32.	4.216
33.	4.351	34.	4.378	35.	4.135	36.	3.595
37.	4.0	38.	4.351	39.	4.054	40.	2.973
41.	2.405	42.	1.865	43.	3.27		

The following differences' values are larger than critical difference: 1 - 15, 27, 28, 30, 32, 33, 34, 35, 37, 38, 39; 2 - 28; 3 - 6, 42; 4 - 6, 8, 13, 24, 41, 42; 5 - 28; 6 - 11, 15, 16, 17, 18, 19, 21, 25, 27, 28, 29, 30, 32, 33, 34, 35, 36, 37, 38, 39, 43; 7 - 28, 34; 8 - 11, 15, 16, 17, 18, 19, 21, 25, 27, 28, 29, 30, 32, 33, 34, 35, 36, 37, 38, 39; 9 - 15, 28, 33, 34, 38; 10 - 15, 17, 28, 30, 32, 33, 34, 35, 38, 39; 11 - 42; 12 - 15, 28, 33, 34, 38; 13 - 15, 17, 27, 28, 29, 30, 32, 33, 34, 35, 37, 38, 39; 14 - 15, 28, 33, 34, 38; 15 - 20, 23, 24, 40, 41, 42; 16

- 42; 17 - 24, 41, 42; 18 - 41, 42; 19 - 41, 42; 20 - 28, 33, 34, 38; 21 - 42; 22 - 42; 23 - 28. 32, 33, 34, 38; 24 - 28, 30, 32, 33, 34, 35, 38, 39; 25 - 42; 26 - 28; 27 - 41, 42; 28 - 42; 29 - 41, 42; 30 - , 41, 42; 31 - 42; 32 - 41, 42; 33 - 40, 41, 42; 34 - 40, 41, 42; 35 - 41, 42; 36 - 42; 37 - 41, 42; 38 - 40, 41, 42; 39 - 41, 42; 42 - 43.

Function 42 had the lowest frequency score and the function 28 had the highest frequency score. ETA coefficient is .44 which is moderately different from zero. Coefficient of determination is .19. That means that 19% of variance in frequency scores is accounted for by PR functions.

Public relations functions are performed with different frequency by Russian and American practitioners combined. Function 42 (planning PR programs) has the lowest score and is thus performed most often. It is followed by functions 6 (research of issues potentially or currently important for client/employer) and 8 (news releases). Function 28 (fund raising) has the highest score and is performed least often. Other functions are between these two functions in regard to their frequency of performance scores

The SYSTAT program was not able to analyze 43 functions in all the cases. That is why the functions were grouped into 8 categories as follows:

1. Research functions (1-7).
2. Media relations functions (8-18).
3. Publishing activities (19-23).
4. Special events (24-28).
5. Internal communications (31).
6. Community relations (29-30, 32-35).

7. Government relations (36-39).

8. Management functions (40-43).

The results of the statistical analysis are as follows:

Differences in frequency of performance among 8 categories of PR functions. Randomized design ANOVA. Calculated F-ratio (20.062) is significant at .01 level with $df=7, 1579$. $H(1)$ is not supported. There is a difference in frequency of performance among groups of PR functions.

Differences in frequency of performance among 8 categories of PR functions. Tukey test. Calculated critical difference is .47 at .05 level.

Table XVI

Means for PR Functions Grouped to Categories

N = 1587

function	mean	function	mean	function	mean	function	mean
1.	3.217	2.	3.413	3.	3.551	4.	3.758
5.	4.31	6.	3.44	7.	4.228	8.	2.891

The following differences' values are larger than critical difference: 1 - 4, 5, 7; 2 - 5, 7, 8; 3 - 5, 7, 8; 4 - 5, 7, 8; 5 - 6, 8; 6 - 7, 8; 7 - 8.

Function 8 had the lowest frequency score and function 5 had the highest frequency score. ETA coefficient is .29 which is moderately different from zero.

Coefficient of determination is .08. That means that 8% of variance in frequency scores is accounted for by PR functions.

The same functions categorized into groups are also practiced with different frequency by Russian and American practitioners combined. Functions of group 8 (management functions) have the lowest score and, consequently, are performed more often than any other group of functions. This group is followed by group 1 (research functions). Functions of group 5 (internal communications) have the highest scores and are practiced the least often. Other groups are between these groups in regard to their frequency scores.

Differences in frequency of functions' performance among world regions. Randomized design ANOVA. Calculated F-ratio (12.804) is significant at .01 level with $df=5, 1581$. $H(1)$ is not supported. There is a difference in frequency of functions' performance among world regions.

Differences in frequency of performance among world regions. Tukey test. Calculated critical difference is .392 at .05 level.

Table XVII

Means for World Regions Where American and Russian Practitioners Work

N = 1587

region	mean	region	mean	region	mean	region	mean
1.	3.296	3.	3.215	4.	3.273	5.	3.356
6.	3.779	7.	4.627				

The following differences' values are larger than critical difference: 1 - 6, 7; 3 - 6, 7; 4 - 6, 7; 5 - 6, 7; 6- 7.

Region 3 had the lowest frequency score and region 7 had the highest frequency score. ETA coefficient is .2 which is very moderately different from zero. Coefficient of determination is .04. That means that 4% of variance in frequency scores is accounted for by regions of the world.

Functions are performed differently in the different world regions by Russian practitioners and Americans overall. Region 3 (Former Soviet Union) has the lowest score. That means that PR functions are performed there more often than in any other region of the world. Region 7 (Middle East and South Africa) has the highest score. Consequently, PR functions are performed there less often than in any other region of the world. Other regions are between these two regions in regard to their frequency scores.

Differences in frequency of groups of functions' performance among world regions. Randomized design ANOVA. Calculated F-ratio (12.623) is significant at .01 and .05

levels with $df=5, 1581$. $H(1)$ is not supported. There is a difference in frequency of groups of functions' performance among world regions.

Differences in frequency of performance among world regions. Tukey test. Calculated critical difference is .39 at .05 level.

Table XVIII
Means for World Regions for PR Categories
N = 1587

region	mean	region	mean	region	mean	region	mean
1.	3.341	4.	3.266	5.	3.339	6.	3.699
7.	4.661	3.	3.299				

The following differences' values are larger than critical difference: 1 - 7; 3 - 7, 7; 4 - 6, 7; 5 - 7; 6- 7.

Region 4 had the lowest frequency score and region 7 had the highest frequency score. ETA coefficient is .2 which is very moderately different from zero. Coefficient of determination is .04. That means that 4% of variance in frequency scores is accounted for by regions of the world.

Functions grouped into eight categories are practiced differently among different world regions. Region 4 (Latin America) has the lowest score and groups of PR functions are performed there more often than anywhere else. Region 7 (Middle East and South Africa) has the highest score and groups of PR functions are practiced there less often than

anywhere else in this study. Other regions are between these two regions in regard to their frequency scores.

Differences in frequency of PR functions performance among combinations of different functions and world regions. The SYSTAT program was not able to analyze such a problem. That is why PR functions were grouped into 8 categories as described above. Two factor ANOVA. Calculated F-ratio (1.419) is not significant at .05 level, $df=48, 1539$. $H(1)$ is partly supported. There is no difference in frequency of PR functions performance among combinations of groups of different functions and world regions.

2. Differences in the use of research by American practitioners internationally and Russian practitioners combined. Simple chi-square. Calculated value is 23.9. $df=2$. The calculated value is significant at .05 and .01 levels. $H(2)$ is not supported. There are differences in practitioners' attitudes toward the use of research.

Table XIX

Distribution of Russian and American Practitioners Among the Types of Research Usage

$N = 28$

1- formal research is used	2 - only informal research	3 - no research
5.0	17.0	5.0

Relationship between world regions and the use of research. Complex chi-square. The calculated value is 18.935, $df=12$. The chi-square value is not significant at .05 level. There is no relationship between world regions and the use of research. $H(3)$ is supported

Table XX

Distribution of Russian and American Practitioners Among the Types of Research Usage
and World Regions

N = 28

1- formal research is used	2 - only informal research	3 - no research	region
3.0	4.0	0.0	a
0.0	5.0	5.0	c
0.0	1.0	0.0	b
0.0	2.0	0.0	d
1.0	4.0	0.0	e
1.0	0.0	0.0	f
0.0	1.0	0.0	h

American and Russian practitioners combined have different attitudes toward the use of research in their practice. The largest group uses only informal research. Two smaller groups of equal size use formal research or no research at all. No relationship between world regions and the extent of use of research was found.

3. Differences in practitioners' attitudes toward public relations objectives overall. Simple chi-square. The calculated value is 33.9, $df=2$. The chi-square value is significant at

.05 and .01 level. There are differences in practitioners' attitudes toward public relations objectives. H(3) is not supported.

Table XXI

Distribution of Russian and American Practitioners Among the Types of PR Objectives

N = 28

1 - mutual understanding	2 - influence	3 - information
4.0	7.0	7.0

Relationship between world regions and PR objectives. Complex chi-square. The calculated value is 11.272, df=8. The chi-square value is not significant at .05 and .01 level. There is no relationship between world regions and PR objectives. H(3) is supported.

Table XXII

Distribution of Russian and American Practitioners Among the Types of PR Objectives
and Regions of the World

N = 28

1- mutual understanding	2 - influence	3 - information	region
1.0	3.0	1.0	a
2.0	1.0	6.0	c
0.0	0.0	0.0	b
0.0	1.0	0.0	d
1.0	1.0	0.0	e
0.0	1.0	0.0	f

American and Russian practitioners are also divided into three different groups in regard to the PR objectives they set for their practice. Two equal groups have "influence" and "information" as objectives. One smaller group has "mutual understanding" as an objective. No relationship between world regions and types of objectives was found.

Summary

Russian and American PR practitioners were studied in order to determine what functions they perform and how often, what their objectives are, and how they view research. Differences in frequency of performance of PR functions were found. Also, a

number of differences in frequency of performance scores were found among world regions. The roles played by local agents/colleagues were examined. Differences in their roles among world regions were found. The study indicated that differences in practitioners' attitudes toward research usage and setting of PR objectives were unrelated to the different world regions.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of The Research

Purpose and Value of the Study

The profession of public relations is newly established in Russia. Currently, the problem of communication effectiveness is a major issue but not the only one for practitioners in that country. One of the ways to increase the effectiveness of public relations is to use the experience or elements of experience of PR in other countries. The purposes of this study include receiving information on Russian public relations practices, on the international practices of American PR specialists, and comparing these data to each other. This study is beneficial to Russian practitioners who receive the information, which is necessary for the faster development of Russian public relations. International public relations practitioners and educators might also benefit from this study.

Study of International and Russian Public Relations

This study attempted to answer the following questions:

- What elements of public relations are used by American practitioners internationally?
- What elements of public relations are used by Russian practitioners?
- What models of public relations fit the international activities of American practitioners and activities of Russian practitioners?
- What things can Russian practitioners learn from their American counterparts?

The study was designed as two surveys. Random samples of Russian and American practitioners were selected for this study. Mail questionnaires were used to collect the data. Russian and American questionnaires were almost identical with the exception of some supplementary parts. The survey of Russian practitioners and the survey of American practitioners working internationally are combined in this study. Computer analyses were used to examine the results of the survey and examine relationships among findings.

The Russian survey was conducted in November - December of 1995. The American survey was conducted in January - March of 1996. Thirty Russian and forty four American practitioners were involved. Response rate was 30 percent for both groups combined. Questionnaires were pretested by Russian PR practitioners and by American PR teachers.

Statistical analyses indicated differences in frequency of performance of different public relations functions as well as groups of functions. Differences were found in the professional practices of Russian and American PR specialists. Management, research, and media relations functions are performed most often.

Analyses of data on international activities of American practitioners indicated differences in frequency of functions' performance among regions of the world. However, no differences in frequency of functions' performance were found between combinations of different functions and world regions. Public relations are conducted by Americans more often in Latin America, Western Europe, and Southeast Asia.

Analysis indicated the difference between the roles of local agents/colleagues in international activities of American practitioners in different world regions. Local

agents/colleagues play the most important role in Middle East and South Africa, and the least important role in Australia/New Zealand. No difference in the roles of local agents/colleagues among different functions and groups of functions was found.

The study found differences in practitioners' attitudes toward PR objectives and the use of research. Russian perform public relations with the objective of providing the information to publics and use only informal research or no research at all. Americans have influence as their public relations' objective and use only informal methods of research. No relationship among these attitudes and regions of the world was found.

Conclusions

The profession of public relations in the United States of America is presumed to be the most developed in the world. Since the establishment of this profession in the 19th century, American public relations has achieved a high stage of practical, theoretical, and organizational development, as well as a higher social status than anywhere else in the world.

In other countries of the world the development of public relations was not as rapid due to different historical, political, and cultural circumstances. Western Europe is the region where public relations is developed more than in any other country except for the United States. The development of public relations practices in the different countries of the world evolved through different stages. This development was significantly influenced by local social, political, economic and other conditions. But even a brief review of the

literature concerning public relations practices in different countries of the world points out some common points. These are:

1. Public relations practices generally were initiated either by international companies entering new markets or by national governments. The first way is more specific for market economies as in Europe, the second way is rather specific for restricted societies with strong government control over many aspects of the society's life, such as in developing countries. The government-initiated PR is often directed outside the country. Al-Hazmi noted that Third World nations are demonstrating their understanding of the social responsibility of public relations in terms of unified national development roles.¹ Alanazi noted the role of international public relations activities conducted by governments through their embassies.²

There are few exceptions from this pattern when the two are mixed. Russian public relations was initiated by the highest political authorities in the country but its further development was facilitated by international corporations entering the Russian market. This happened as the political environment changed.

Indian public relations were initiated by British colonial authorities and were conducted under the government control within India and in a traditional fashion outside the country. The nature of Indian public relations changed when the country gained its independence and the political environment changed favorably for international business. Multinational businesses facilitated the development of modern PR in India.

In China the development of PR was reversed in 1989 when public relations practices initiated by international companies were taken under governmental control and redesign to serve as propaganda. The public relations function in its original interpretation

was accepted by the Chinese government for use abroad. This change in the role and development of public relations in China followed the re-enforcement of political restrictions.

These two exclusions rather enforce than undermine the common pattern of two ways of public relations profession establishment.

2. Generally, public relations in countries other than the United States is more government-oriented in terms of well-paid government contracts and the extent of government participation in the life of the societies. Even in Great Britain, the government has more influence over the dissemination of public information, a philosophy more typically European than American. The relationship between public relations might be presented as a continuum between the American tradition of the government's role in the society to the tradition of overwhelming governmental control of the society that is found in many developing countries.

3. The public relations practices in different countries have three common features that could serve as indicators of the state of development and experience of the public relations profession. These features are:

- A presence of a significant number of specialists hired specifically to perform some public relations type of work and whose work is institutionalized in some way (department, agency);

- Existence of professional organizations established by people working in PR, recognizing each other as colleagues, distinguishing some specific attributes of their profession, and concerned with the development, quality, ethics, and self-regulation of their professional work.

- The existence and quality of the system of professional training and education.

These three features are found in the literature devoted to public relations practices of many countries. Therefore, these features could be considered independent from the unique environments of particular countries. The development of public relations in different countries must include these attributes, according to literature on international public relations. The level of development and influence of professional practices, associations, and education systems indicate the level of development of the whole profession.

All three features do not exist simultaneously. Rather they symbolize the stages of development of the profession. The profession exists when there are enough professionals performing certain tasks. But the profession does not grow until the professionals recognize the need for and ways of growth. The establishment of professional associations indicates the moment when the profession becomes concerned with its development and capable to direct it.

The third feature, establishing a system of professional education, means that the members of profession are aware of the specific attributes of their profession and look for training specialists who would be able to deal with specific tasks effectively. Also, the experience gained by the profession and it can be shared with prospective members of profession. The largest and most developed system of public relations training and education is in the United States which is not surprising given the development of professional practice in that country. Western Europe has the second largest system of professional training but it is far smaller and younger than the American system. "The education and training system which supports any profession are windows through which

the development of the profession, past to future, can be viewed.”³ Of course, the current development of international communications allows one use the experience of others but such experience must be adjusted to the local situation.

4. Public relations practitioners in the majority of countries recognize the influence of American and, in some cases, British PR on their practices. Even countries with restricted communication who see public relations as a propaganda function are using American models for international communication.

Despite these commonalties, the international practice of public relations, including PR practiced in different countries around the globe and international PR activities conducted in several countries by foreign nationals, has not been studied enough to make recommendations for improving Russia’s newly established profession. Many issues are still disputed by public relations scholars and practitioners. Such problems as global programming, international media relations, relationship between local culture and global flow of information still have no definite solutions.

The lack of information on common attributes of international public relations and the growing demand from “new democracies of the world”⁴ for assistance in developing public relations equally justify this study that has identified some of public relations functions performed worldwide and the models of public relations that fit international PR practice.

Russian Public Relations

The only function that is practiced by Russian practitioners consistently is planning PR programs. Other frequently performed functions include preparing news releases,

legislation monitoring, conducting press interviews, preparing fact sheets for media, media analysis, hosting press conferences, preparing press kits, analysis of messages from the audience, creating news events, and counseling top management on PR issues. From time to time, Russians also practice the following functions: communication training for top management, research on opinion leaders, discussions and meetings, communication effectiveness evaluation, conducting presentations, taking part in exhibitions, preparing publications for employees, speech writing, preparing annual reports, helping employees become involved in community life, and informing top management about public opinion. Other functions are performed rarely. Fund raising is not performed at all.

The most frequently performed group of functions are management functions, followed by research functions. The following group of functions have a moderate frequency of performance: media relations, community relations, and government relations. Other groups of functions are performed rarely.

Half of the Russian practitioners do not use research in their professional practice. Another half use only informal methods of research. The major objective for public relations activities conducted by Russian practitioners is providing information. Two other objectives (seeking influence and mutual understanding) are less represented in Russian public relations.

Russian public relations has the following features: only informal research or no research at all; providing information is an objective; functions of media relations and special events dominate the practice, with management and research functions coming next. However, among the groups of functions, management and research functions prevail, and media, community and government relations are second.

These attributes of Russian public relations fit the public information model because of the lack of research. Extensive use of media also supports this conclusion.

The major task in researching public relations in Russia was to use the terminology understandable for both Russians and Americans. Some of the PR functions are not performed by Russians but they still had to be understood by them. That was achieved by translation and back translation of American terms by the people familiar with Russian and English as well as with PR practices of both countries.

International Activities of American Practitioners

American practitioners perform the following functions most often: planning PR programs, defining target audiences, brochures and books publication, preparing news releases, and counseling top management on PR issues. The following functions have a moderate frequency rate: conducting press interviews, doing research on current or potential, preparing press kits, preparing publications for customers/visitors/clients, holding discussions and meetings, research on opinion leaders, photo production, communication effectiveness evaluation, preparing publications for employees/members, conducting communication training for top management, creating news events, video production, and preparing presentations. Other functions are performed rarely by American practitioners working abroad.

Management, research, community relations, publishing, and media relations functions are performed by American practitioners at a moderate rate. Other groups of functions are performed rarely.

Media relations, management and research functions are among the most often performed functions and groups of functions.

World regions differ in terms of the frequency of performance of public relations functions. Public relations functions are conducted in Western Europe, Latin America, and Southeast Asia at a moderate rate. In other regions PR functions are performed rarely.

Local agents/colleagues of American practitioners generally play the role of equal partners in the Middle East and South Africa, they are involved in planning activities in Western and Eastern Europe, and Southeast Asia, they act as advisers in Latin America, and work as administrative/technical staff in Australia/New Zealand.

The majority of American practitioners internationally use only informal methods of research. Some formal research is conducted. No activities are conducted without research. The use of research does not differ among the regions where American practitioners work.

Most American practitioners have influence as an objective of their professional practices. Mutual understanding and information objectives do exist in international activities of American practitioners but these objectives are not typical to that practice. Objectives do not differ among the regions of the world where American practitioners work.

International activities by American PR practitioners have the following attributes: media relations, management and research functions are performed by Americans more than any other functions; public relations functions are conducted most actively in Western Europe, Southeast Asia, and Latin America; local agents/colleagues play important roles in some regions of the world, but since their roles do not differ among PR functions, their role

might be attributed to the local environment; influence is main objective; and for the most part only informal research is used in professional practice internationally.

International activities of American practitioners support the one-way asymmetrical model according to its objectives and use of research. The press agency model also could be part of the one-way asymmetrical model.

Comparison of International Activities of American Practitioners and Activities of Russian Practitioners

Both the public relations practices of Russians and those of Americans internationally have media relations, management and research functions as the prevailing types of PR activities.

Both groups of practitioners use informal research in their practices but half of the Russian practitioners do not use research at all. No Russian practitioners use formal research. At the same time, no American practitioners perform their work without research of some type and some formal research is conducted as part of the international activities of Americans. Russian and American practitioners differ in attitudes toward research.

Russian and American practitioners have different objectives for their work. All three functions are represented in the activities of Russian and American practitioners but the dominant objectives are different: give information for Russians and seek influence for Americans.

The analysis of a combination of Russian and international PR conducted by American public relations practitioners indicated that the following functions are performed most often: planning PR programs, doing research on current/potential issues

for client, preparing news releases, holding press interviews, and counseling top management on PR issues. The following functions are performed at a moderate frequency rate: defining target audiences, conducting discussions and meetings, preparing press kits, brochures and books, speech writing, preparing fact sheets for media, creating news events, preparing publications for customers/visitors/clients, informing top management about public opinion, doing research on opinion leaders, preparing presentations, analysis of messages from the audience, communication effectiveness evaluation, conducting communication training for top management, media analysis, holding press conferences, preparing publications for employees, preparing annual reports, and producing photographs.

The following groups of public relations functions are performed at a moderate frequency rate: management and research functions, media relations, and community relations.

Management, research, and media relations functions prevail among all the functions and groups of functions performed by Russian and American practitioners.

Frequency scores for different regions of the world revealed that public relations functions and groups of functions are performed at a moderate rate in the Former Soviet Union, Latin America, Western Europe, and Southeast Asia.

Russian and American practitioners combine use informal research in their practices. Formal research and “no research” are represented by smaller groups of practitioners. No difference in the use of research among world regions was found.

Influence and information objectives are equally represented in the total sample of Russian and American practitioners. The mutual understanding objective is represented less than the two other objectives.

Public relations activities of Russian and Americans combined have the following attributes: management, research and media relations functions as major types of activities; prevailing use of informal research; and prevailing influence and information objectives of PR activities. The model that fits these combined public relations activities can not be developed due to the differences in objectives. The following three models might be developed from the above described attributes: press agentry, public information, and one-way asymmetrical.

Recommendations

Implementation of the Study Results

The results of this study can be implemented in several ways. First, the similarities and differences between Russian public relations and the international practice of American specialists are identified. Since common patterns in professional practice, such as prevailing PR functions, are identified there is reason to believe that the same functions constitute the practice of public relations globally and that the profession is developing in different countries of the world in similar ways. This means that the experience of the PR industry in one country may be used for the development of public relations in others.

In regard to the needs of the Russian public relations profession, media relations, PR management, and PR research are the areas where the experience of American public relations can be very helpful. Tactics and techniques of media relations, management

techniques and strategies, and research techniques are the subjects of great interest to Russian practitioners. The most interesting subjects to them are PR management and PR research.

Managerial skills are in great demand in Russia and the public relations profession is not excluded in the search for management training. Russian practitioners should be taught how to plan and conduct public relations programs, how to take a more proactive approach to PR practice, and how to influence the stakeholders instead of merely informing publics.

Active and effective PR should be and may be based only on a scientific, professional approach to the practice. Stakeholders cannot be influenced if even conducting a simple public opinion poll is a problem. Russian practitioners can learn from Americans how to use research and how to conduct formal research. This problem is very important for Russian PR because informal research is already part of Russian PR but formal research has not been introduced to Russian public relations practitioners.

Seminars and the publication of literature covering PR management and research, as well as media relations, might improve the effectiveness of Russian PR.

Second, this study has identified the areas of public relations that are effective internationally. This might help international practitioners develop a more reliable approach to their practice. Also, educators may develop an internationally acceptable design for professional training and education. That design might incorporate and emphasize the elements of public relations that could be applied internationally.

Of course, this one study cannot serve as a basis for a model of effective international public relations and international PR education design. Further research is

needed. But this study can lead to a more sophisticated study. The next study can have a larger scale or be more focused on some particular aspect of international PR practice. Also, this study can help initiate Russian public relations research.

Further Research

Further research can avoid many limitations of this study by securing more time and sufficient financial resources for data collection and analysis. Ability to conduct additional mailings will improve the response rate.

The ability to concentrate on a smaller problem or on one region of the world would reduce the financial burden and time constraints. Also, it may reduce the length of the questionnaire what might reflect positively on the response rate.

A larger sample of American and Russian or any other practitioners would improve the reliability of future study results. It might be useful to develop a stratified sample of Russian practitioners because the overall picture of Russian PR and the public relations model of Russian practice might be affected by a majority of government PR officers in the sample. That is the reality of current Russian PR but it might damage a study aimed at developing a model of successful communications for Russia.

The person who is interested in conducting further research is advised to be careful with the number of categories: SYSTAT is not able to analyze more than 15 categories on two or more variables.

The most exciting type of further study would be the study of a global public relations program. The comparison of strategy and its local implementations would contribute significantly to the development of international public relations.

Finally, this study is just a small part of what should be done to define precisely the profession of public relations. The boundaries, core techniques and tools, personal skills are still not described completely. That is a major task for all future researchers of public relations.

NOTES

¹ Mubarak Wasel Al-Hazmi, "The Development of Public Relations in Saudi Arabia: A Survey," (Ph.D. dissertation, Wayne State University, 1990): 54.

² Ali Alanazi, "Public Relations Role Models in the Kingdom of Saudi Arabia." (Ph.D. dissertation, Ohio University, 1993): 71.

³ Charlotte Hatfield, "Public Relations Education in the UK," Public Relations Review (Summer 1994): 189. 189-199.

⁴ Susan Fry Bovet, " '92 IPRA President Tracks Global Public Relations," Public Relations Journal (March 1992): 25. 25-26.

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APPENDIX A

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
HUMAN SUBJECTS REVIEW

Date: 12-19-95

IRB#: AS-96-037

Proposal Title: STUDY OF APPLICATION OF 4 MODELS OF PUBLIC
RELATIONS TO PROFESSIONAL WORK OF INTERNATIONAL AND RUSSIAN
P.R. PRACTITIONERS

Principal Investigator(s): Charles Fleming, Alexander Goregin

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

ALL APPROVALS MAY BE SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD
AT NEXT MEETING.

APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A
CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD
APPROVAL.

ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR
APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for Deferral or Disapproval
are as follows:

Signature:



Chair of Institutional Review Board

Date: December 21, 1995

APPENDIX B

ОПРОС СПЕЦИАЛИСТОВ ПРЕСС-СЛУЖБ И СЛУЖБ PUBLIC RELATIONS
РОССИИ

Уважаемый коллега!

Ответьте, пожалуйста, на следующие вопросы:

1. Кратко опишите Вашу (Вашего подразделения) работу, задачи, способы планирования, управления и исполнения в перечисленных ниже сферах профессиональной деятельности. Пропустите не относящиеся к Вашей работе сферы.

а) Работа со средствами массовой информации:

б) Подготовка и выпуск печатной продукции (периодические издания, специальные издания, книги, их аудитория и т. д.)

Продолжение на следующей странице

в) Работа с местными жителями, жителями города, района, микрорайона в котором расположена Ваша организация/Ваш клиент.

г) Организация и проведение "особых мероприятий" таких как: конференции, презентации, празднования и т. п.

д) Исследование, изучение субъектов Вашей деятельности, вопросов, касающихся ее, сбор информации в пределах Вашей служебной компетенции.

Продолжение на следующей странице

е) Управленческая работа, Ваша (Вашего подразделения) роль в управлении организацией, в которой Вы работаете/которую Вы обслуживаете.

ж) Работа с органами власти, кандидатами на выборах в органы власти, политическими организациями и т. п. Разумеется, Вы не должны приводить конкретные имена и названия, лишь опишите суть и методы Вашей работы в этой сфере.

Продолжение на следующей странице

2. В упомянутых ранее сферах профессиональной деятельности, какая информация и какие профессиональные навыки помогут, по Вашему мнению, повышению эффективности работы в этих сферах и почему Вы так считаете? Укажите предпочтительные источники или способы получения этой информации, этих навыков.

Lined area for writing the answer to question 2.

3. Дайте краткое определение профессии сотрудника пресс-службы, специалиста по связям с общественностью, сферы public relations.

Lined area for writing the answer to question 3.

Продолжение на следующей странице

4. Укажите, пожалуйста, функции, составляющие Вашу профессиональную деятельность. Как часто они выполняются (по шкале из пяти пунктов: например, "постоянно", "часто", "не очень часто", "редко", "никогда")? Кем они выполняются? Поставьте соответствующие ячейки.

Функции	Частота исполнения					Кем исполняются				
	п о с т о я н н о	*	*	*	н и к о г д а	л и ч н о В а м и	п /к о о д л ч л и е н г е о н й н ы м	д п р о у д г р и е п а м з д е л е н и е м	д о р р у г а н п з а ц и е й	
Пресс-релизы										
Пресс-конференции										
Наборы материалов для публикации										
Публикации для инвесторов/акционеров										
Публикации для клиентов/покупателей/потребителей и т. п.										
Публикации для партнеров										
Услуги населению/населенному пункту в сфере культуры										
Социальное обеспечение населения										
Просветительская работа с населением										
Дискуссии, "круглые столы", и т. п.										

Продолжение на следующей странице

Функции	Частота исполнения				Кем исполняются				
	п о с т т о я н н о	*	*	*	н и к о г д а	л и ч н о В а м и	п /к о о д л ч л и е н г е о н й ы м	д п р о у д г р н а м з д е л е н и е м	д о р р у г а н й з а ц н е й
Выставки									
Определение целевой аудитории и ее характеристик									
Оценка эффективности конкретных операций или продуктов (информационных сообщений, "особых мероприятий", изданий и т. п.)									
Анализ средств массовой информации									
Информирование руководства/клиента об общественном мнении									
Планирование деятельности пресс-службы, отдела по связям с общественностью									

Продолжение на следующей странице

Функции	Частота исполнения				Кем исполняются				
	п о с т т о я н н о	*	*	*	н и к о г д а	л и ч н о в а м и	п/к о о д л ч л и е н г е о н й н ы м	д п р о у д г р п а м з д е л е н п е м	д о р р у г а н й з а ц и е й
Интервью для СМИ									
События, организованные для СМИ									
Рекламные (платные) публикации									
Публикации для сотрудников Вашей/Вашего клиента организации									
Публикации отчетов о работе организации/клиента									
Публикация книг, брошюр, и т. п.									
Мероприятия по охране окружающей среды									
Организация отдыха, досуга, развлекательных мероприятий для населения									
Поощрение участия сотрудников Вашей/Вашего клиента организации в общественной жизни населения									

Продолжение на следующей странице

Функции	Частота исполнения				Кем исполняются				
	п о с т т о я н н о	*	*	*	н и к о г д а	л и ч н о В а м и	п /к о о д л ч л и е н г е о н й н ы м	д п р о у д г р и а м з д е л е н и е м	д о р р г а о н й и з а ц и е й
Презентации									
Празднования									
Предварительная проверка эффективности мероприятий или продуктов деятельности Вашей службы									
Изучение сообщений, поступающих от общественности (почта, телефон и т. п.)									
Определение людей и групп людей влияющих на общественное мнение или способных повлиять на него									
Консультирование руководства/клиента по вопросам работы с общественностью									

Продолжение на следующей странице

Функции	Частота исполнения				Кем исполняются				
	п о с т т о я н н о	*	*	*	н и к о г д а	л и ч н о В а м н	п /к о о д л ч л и е н г е о н й н ы м	д п р о у д г р и а м з д е л е н и е м	д о р р у г г а о н й и з а ц и е й
Подготовка, обучение руководителей/клиентов/специалистов для общения со СМИ, живой аудиторией, представителями общественности									
Подготовка подборок фактов для СМИ или выступлений представителей организации/клиента									
Подготовка речей для представителей организации/клиента									
Влияние на формирование законодательства или решения органов власти									
Организация общественной поддержки определенного политического, административного и т.п. решения									
Сбор средств									

Продолжение на следующей странице

Функции	Частота исполнения				Кем исполняются				
	п о с т т о я н н о	*	*	*	н и к о г д а	л и ч н о В а м и	п /к о о д л ч л н е н г е о н ъ н ы м	д п р о у д г р н а н а м з д е л е н и е м	д о р р у г г а о н й и з а ц п е й
Отслеживание законодательства									
Информирование политических деятелей, могущих повлиять на деятельность Вашей организации/клиента									
Подготовка и публикация фотоматериалов									
Подготовка и публикация аудиоматериалов									
Подготовка и публикация видеоматериалов									

5. Какое образование Вы имеете?

а)

Специальность: _____

б) Если есть, научная степень: _____

6. Владете ли Вы иностранным языком (ами)? Если да, то каким(и)?

а) Свободно: _____

б) Читаете и переводите: _____

Продолжение на следующей странице

7. Как долго Вы работаете в пресс-службе, службе по связям с общественностью. PUBLIC RELATIONS?

_____ лет _____ месяцев

8. Пометьте, пожалуйста, тип организации, в которой Вы работаете:

- а) органы государственной власти
- б) военная/военизированная организация
- в) государственное предприятие (промышленность)
- г) государственное предприятие (НИИ)
- д) государственное предприятие (образование)
- е) государственное предприятие (связь, коммунальные услуги)
- ж) акционерное общество (промышленность)
- з) акционерное общество (НИИ)
- и) акционерное общество (образование)
- к) акционерное общество (связь, коммунальные услуги)
- л) акционерное общество (торговля, сфера обслуживания)
- м) акционерное общество (сельское хозяйство)
- н) акционерное общество (СМИ)
- о) акционерное общество (рекламные услуги)
- п) акционерное общество (специализация по связям с общественностью, PUBLIC RELATIONS)
- р) частное предприятие (промышленность)
- с) частное предприятие (НИИ)
- т) частное предприятие (образование)
- у) частное предприятие (связь, коммунальные услуги)
- ф) частное предприятие (торговля, сфера обслуживания)
- х) частное предприятие (сельское хозяйство)
- ц) частное предприятие (СМИ)
- ч) частное предприятие (рекламные услуги)
- ш) частное предприятие (специализация по связям с общественностью, PUBLIC RELATIONS)

Продолжение на следующей странице

9. Какой работой Вы занимались до прихода в пресс-службу, службу по связям с общественностью, PUBLIC RELATIONS)?

- | | |
|----------------------|------------------------|
| а) административной | д) журналистской |
| б) преподавательской | ж) юридической |
| в) рекламной | з) предпринимательской |
| г) учился | и) другое (уточните) |

10. Пометьте, пожалуйста, к какой возрастной группе Вы себя относите?

- а) до 25 б) 25-35 д) 36-45 г) более 45

Благодарим Вас за время, уделенное изучению и развитию нашей профессии в России. Просьба вернуть заполненный опросник А.И. Веретину или К.Б. Сидорову в Санкт-Петербургскую Ассоциацию специалистов пресс-служб и служб PUBLIC RELATIONS до 20 декабря.

ОПРОС СПЕЦИАЛИСТОВ ПРЕСС-СЛУЖБ И СЛУЖБ PUBLIC RELATIONS РОССИИ

14 N. University Pl., #4
Stillwater, OK 74075
tel.: (405) 744-2986
fax: (405) 744-7529
e-mail: goregin@okstate.edu

Уважаемый коллега!

Этот опросник рассылается специалистам пресс-служб и служб PUBLIC RELATIONS России, обладающим значительным опытом практической работы. Вопросы, содержащиеся в нем, нацелены на изучение этой практики и, в конечном счете, на создание научной базы развития нашей профессии.

Профессия работника пресс-службы, специалиста по связям с общественностью или PUBLIC RELATIONS появилась в России недавно. Тем не менее, с этого момента, нашей общей задачей является повышение эффективности нашей работы, а значит и нашего авторитета. С этой задачей тесно связаны вопросы повышения квалификации работающих специалистов и подготовки новых профессиональных кадров.

Наша профессиональная история пока еще коротка и наш опыт еще не стал опытом целой отрасли. Механическое же перенесение основ или даже самых передовых достижений западного PUBLIC RELATIONS, существующего многие годы (или почти столетие, как в США), не гарантирует успеха в наших условиях.

Очевидно, что для дальнейшего развития нашей профессии необходимо изучение и обобщение профессиональной деятельности и условий в которых она осуществляется. Опрос, в котором Вы участвуете, является шагом по пути изучения нашей профессии, накопления профессиональных знаний, создания научной основы российского PUBLIC RELATIONS.

Большая просьба, уважаемый коллега, помочь общему развитию своим уникальным опытом и ответить на заданные вопросы максимально тщательно. Не пишите своих имен и не ставьте индивидуальных пометок на опросных листах. Так как наша профессия предполагает большую долю конфиденциальности исполняемой работы, воздержитесь, пожалуйста, от использования в Ваших ответах конкретных имен и названий. Используйте, скорее, общую классификацию, типы организаций, должностных лиц, средств массовой информации там, где это необходимо. Опишите суть и методы Вашей работы.

Верните как можно скорее опросники в Санкт-Петербургскую Ассоциацию специалистов пресс-служб и служб PUBLIC RELATIONS для их отправки в США, где будет проведен анализ результатов опроса с помощью компьютера. Последний срок отправки 20 декабря, но постарайтесь ответить раньше. Вопросы по проведению опроса можно задать А.И. Веретину, президенту Ассоциации, К.Б. Сидорову, исполнительному директору Ассоциации или непосредственно А.Г. Горегину, ведущему это исследование. С последним можно связаться по адресу, указанному наверху этого письма.

Заранее благодарен за сотрудничество,

А.Г. Горегин
Виде-президент
Санкт-Петербургской Ассоциации
специалистов пресс-служб
и служб PUBLIC RELATIONS
27 октября, 1995 г.

APPENDIX C

SURVEY OF INTERNATIONAL PUBLIC RELATIONS SPECIALISTS

David R. Drobis
Chairman & CEO
Ketchum Public Relations
220 E. 42nd Street
New York, NY 10017

January 18, 1996

Dear Mr. Drobis,

I am a Russian public relations practitioner participating in the Freedom Support Act Fellowship program supported by the U.S. government. The goal of my study is to research the application of public relations practices developed in the USA to the needs of other countries. I believe that public relations practitioners in other nations - and in Russia in particular - could use your advice.

Your answers to my questions will make a valuable contribution to the development of the newly established Russian PR industry. Also, many international public relations practitioners might benefit from the study of many personal experiences synthesized into the experience of the profession. In order to save your time and to ask you only the questions directly related to your practice, I am sending you this preliminary letter. There is an answer sheet enclosed to the letter. In this enclosed paper I ask you to mark the regions of the world where you performed your professional services at least once within the last five years. Your answers will be kept strictly confidential.

Please return the answer sheet by February 5, 1996. And, please don't hesitate to contact me if you have any questions. My address is Paul Miller School of Journalism and Broadcasting, Oklahoma State University, Stillwater, OK, 74078. The telephone number is (405) 744-2986 and fax (405) 744-7529. My e-mail address is goregin@okstate.edu. If you have any questions about authenticity of this survey, please contact my research adviser, Dr. Charles A. Fleming, at (405) 744-8270.

Sincerely yours,

Alexander G. Goregin
Vice President,
St. Petersburg (Russia) Association
of Public Relations Specialists

Preliminary question:

Dear Mr. Drobis,

From the list of the world regions circle, please, the one(s) where you have worked at least once within the last five years.

- a. Western Europe (all the European countries including Northern and Central Europe and Iceland but excluding the former socialist countries).
- b. Eastern Europe (countries of former Soviet block including Yugoslavia and Albania but not the Soviet Union itself).
- c. Former Soviet Union (15 newly independent republics including Baltic States).
- d. Latin America (all the countries south of the USA).
- e. Southeast Asia (including India, China, Indochina, Korea, Taiwan, Singapore, Philippine, Malaysia, Indonesia).
- f. Australia/New Zealand
- g. Middle East (including Israel and Turkey).
- h. South Africa
- i. USA/Canada
- j. Other _____

Thank you for your cooperation and for your time devoted to the research and development of international public relations. Please return the answer sheet by February 5, 1996. My address is Paul Miller School of Journalism and Broadcasting, Oklahoma State University, Stillwater, OK, 74075. My fax number is (405) 744-7529 and e-mail address is goregin@oksate.edu.

Sincerely yours,

Alexander G. Goregin

APPENDIX D

SURVEY OF INTERNATIONAL PUBLIC RELATIONS SPECIALISTS

Dear Mr. Stanley,

Please return the questionnaire by March 8, 1996. My address is Paul Miller School of Journalism and Broadcasting, Oklahoma State University, Stillwater, OK, 74078. The telephone number is (405) 744-2986 and fax (405) 744-7529. My e-mail address is goregin@oksate.edu.

Please, answer the following questions concerning your professional experience:

1. What is your educational background (degree, major)?

2. What languages other than English do you speak?

Good: _____
Fair: _____
Poor : _____

3. How long have you worked in international public relations?

_____ years _____ months

4. What type of organization do you work for? Circle the letter of your current organization type.

- | | |
|----------------------------|--------------------------------------|
| a. Association/non-profit | e. Corporation |
| b. Educational institution | f. Consulting firm/non-communication |
| c. Consulting firm | g. Government |
| d. Military | h. Self-employed |
| | i. Other _____ |

next page, please

REGION D: LATIN AMERICA (Mexico). Answer the questions based on your experience within last five years. In A.1 - A.5 omit those not applying to your practice.

A.1. Describe, briefly, your research activities. What is the use of research in your practice?

A.2. Describe briefly your community relations activities. What are your main tools?

A.3. Describe briefly your internal communications activities. What are your main tools?

A.4. Describe briefly your government relations activities. What are your main tools?

A.5. Please, give a definition of your role in as public relations practitioner in this region. Focus on your interaction with publics and client/employer.

next page, please

A.6. Please, mark the functions you performed as a part of your practice in this region. How frequently did you perform each of them? What was the role of local agents/partners/employees in performing each function? The functions are:

1 - equal partner; 3 - advising; 5 - implementation; 7 - didn't take part.
 2 - planning; 4 - research; 6 - administrative/technical

Public Relations Functions	How frequently did you perform this function					What was the role of your local partner/agent/employee (check all that apply)						
	all the time	*	*	*	never	1	2	3	4	5	6	7
Defining target audience and its characteristics												
Communication effectiveness evaluation												
Media analysis												
Pre-testing communication products												
Analysis of messages from your audience												
Research of issues currently or potentially important for your client/employer												
Research on opinion leaders												
Press-releases												
Press-conferences												
Press-kits												
Speech writing for client/employer												
Fact sheets for mass media												
Press interviews												
News events												
Paid publications (advertorials)												

next page, please

The local partner/agent/employee's functions are:

1 - equal partner; 3 - advising; 5 - implementation; 7 - didn't take part.

2 - planning; 4 - research; 6 - administrative/technical

Public Relations Functions	How frequently did you perform this function					What was the role of your local partner/agent/employee (check all that apply)						
	all the time	*	*	*	never	1	2	3	4	5	6	7
Photomaterials (photoproduction, photo ops, photo news releases)												
Audiomaterials (audioproduction, audio news releases)												
Videomaterials (videoproduction, VNRs)												
Publications for investors/stockholders												
Publications for customers/clients/visitors												
Publications for outside partners of client/employer												
Annual reports												
Brochures, books, etc.												
Discussions, meetings, etc.												
Exhibitions												
Presentations												
Celebrations												
Fund raising activities												
Cultural services for community												
Social services for community												
Publications for employees/members of your client/employer												

next page, please

The local partner/agent/employee's functions are:

1 - equal partner; 3 - advising; 5 - implementation; 7 - didn't take part.
 2 - planning; 4 - research; 6 - administrative/technical

Public Relations Functions	How frequently did you perform this function					What was the role of your local partner/agent/employee (check all that apply)						
	all the time	*	*	*	never	1	2	3	4	5	6	7
Educational services for community												
Environmental works												
Entertainment/leisure for community												
Employees' involvement into community's life												
Legislation tracking												
Informing politicians/communicating client's/employer's position to politicians												
Influencing the legislation or agency's regulations												
Grass-roots campaigns, organizing public support for certain policy/decision												
Informing top management/client about public opinion, public attitudes, etc.												
Counseling top management/client on public relations issues												
Planning the PR programs												
Providing top management/client with communication training												

Thank you for your contribution to the research and development of our profession. I would be very pleased to receive the filled out questionnaire by March 8, 1996. My address, telephone and fax number, and e-mail address are at the first page.

Sincerely yours,

Alexander Goregin

SURVEY OF INTERNATIONAL PUBLIC RELATIONS SPECIALISTS

James Stanley
President
Stanley & Company, Inc.
33 W. Micheltorena
Santa Barbara, CA 93101

February 20, 1996

Dear Mr. Stanley,

Thank you for wishing me the best of luck and answering my preliminary question concerning your professional experience in different regions of the world. Now I ask you to answer the second and the last part of my survey. Here I am interested in some details of your professional practices outside the United States. Also I ask you to answer some additional questions about your professional experience in general. Please, don't mind to receive long questionnaires. Consider it as a recognition of your expertise. The more experience you have, the longer questionnaire you receive.

The value of your answers is hard to overestimate. Let me just mention that this study of your experience will help to develop the public relations profession in Russia and, possibly, benefit international public relations practitioners.

Your answers will be kept strictly confidential. The numbers on the questionnaires are for keeping track of respondents, and will be removed upon receipt of your questionnaire.

Please return the questionnaire by March 8, 1996. And, please, don't hesitate to contact me if you have any questions. My address is Paul Miller School of Journalism and Broadcasting, Oklahoma State University, Stillwater, OK, 74078. The telephone number is (405) 744-2986 and fax (405) 744-7529. My e-mail address is goregin@oksate.edu. If you have any questions about authenticity of this survey, please contact my research adviser, Dr. Charles A. Fleming, at (405)744-8270.

Sincerely yours,

Alexander G. Goregin
Vice President,
St. Petersburg (Russia) Association
of Public Relations Specialists.
Freedom Support Act Program Fellow

VITA 2

ALEXANDER G. GOREGIN

Candidate for the Degree of

Master of Science

Thesis: COMMON ELEMENTS IN RUSSIAN PUBLIC RELATIONS AND
INTERNATIONAL PRACTICE OF THE AMERICAN PR SPECIALISTS.

Major Field: Mass Communications

Biographical data:

Personal: Born in St. Petersburg, Russia, June 7, 1967.

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Professional Experience: Reporter, newspapers "Vpered," "Evening Leningrad," and St. Petersburg Broadcasting Company (TV news), December, 1984, to June, 1987; Information/Advertising Agent, Business Association of Vasilievsky Island, September, 1989, to May, 1990; Production Assistant, Indiana University of Pennsylvania Video Services, September, 1990, to May 1991; News Editor, "Radio Russia," June, 1992, to September, 1992; Private Communication Consultant, September, 1992, to October, 1993; Public Relations Officer/Adviser, Administration of the President of Russian Federation, November, 1993, to August, 1994; Member of the Board of Directors, "Russian Public Communications" Company, January, 1995, to August, 1994; Vice President of the St. Petersburg (Russia) Association of Public Relations Specialists, 1994; Member of the Professional Communicators Guild of Russia, 1994.