

THE 3 ARENAS OF PRACTICE: HOW PUBLIC RELATIONS SERVES & ADDS VALUE

SALES SUPPORT	PUBLIC POLICY	ORGANIZATIONAL EFFECTIVENESS
<p>Functions:</p> <ul style="list-style-type: none"> ◆ Consumer relations ◆ Sell products & services ◆ Publicity & promotion ◆ Other marketing support ◆ Fundraising ◆ Enrollment, attendance at events ◆ Awareness ◆ Customer delight & Loyalty 	<p>Functions:</p> <ul style="list-style-type: none"> ◆ Constituency relations ◆ Issues anticipation & tracking ◆ Crisis management ◆ Damage control ◆ Lobbying/government relations ◆ Community relations ◆ Social responsibility ◆ Contributions, focused philanthropy ◆ Volunteer programs 	<p>Functions:</p> <ul style="list-style-type: none"> ◆ Employee & retiree relations ◆ Recruitment & retention ◆ Employee engagement ◆ Shareholder relations ◆ Financial relations ◆ Supplier relations ◆ Industry relations ◆ Alumni or member relations ◆ Change management
<p>Goals: sales & profits, brand preference, marketshare, relationship marketing</p>	<p>Goals: maintain a hospitable environment & a cadre of active supporters</p>	<p>Goals: teamwork, One Clear Voice, motivation, productivity, loyalty, morale, understanding, cost-effectiveness, support</p>
<p>Clients: sales & marketing departments</p>	<p>Clients: CEO, Board, unit managers, senior managers</p>	<p>Clients: CEO, CFO, COO, unit managers</p>
<p>Collaborators: same as clients</p>	<p>Collaborators: law, strategic planning, risk management departments</p>	<p>Collaborators: human resources department, corp secretary, quality or re-engineering teams, training units</p>

1. **Public relations is a staff, not a line function.** Therefore, it is a **consulting & service position** which is always responsible to **clients**. Confusion arises when pr tasks become a “product”, e.g., a magazine in a membership organization or a user group to unite customers.
2. **This is an outcomes model.** Any of the techniques or processes of public relations can be used in each of the arenas, e.g., publications, events, publicity, speeches, one-on-one, symbolic communications, etc.
3. **By nature public relations is non-linear, a seamless web.** Anything done in one arena affects the other arenas. Over-promising in sales support may bring a public policy response; lack of organizational effectiveness will affect sales, etc.