

**THE PROCEEDINGS OF THE INTERNATIONAL HISTORY OF
PUBLIC RELATIONS CONFERENCE 2014**

Held at Bournemouth University

July 2-3, 2014

Presentations from speakers: Spatzier to Yamanoglu

Author(s), affiliations & email	Paper
Astrid Spatzier & Jessica Brett, University of Salzburg astrid.spatzier@sbg.ac.at	Beyond the Border: Public Relations in Austria – From Information to Information? Analyzing the Evolution of the Occupational Field in Austria by Means of Interaction Dynamics
Dustin W. Supa & Jaclyn A. Weisberg, Boston University, supa@bu.edu	What's in a name? The history and evolution of the naming of sports venues as a public relations tool
Gareth Thompson, University of the Arts London, Yann-Eduoard Colleu, London School of Economics and Political Science, & Sanchia Thompson, Cranbrook School, Kent, G.A.Thompson@lcc.arts.ac.uk	The Public Relations Operations of the French Resistance: A War of Words?
Giovanni Eugenio Tomassetti, University of Lugano & Toni Muzi Falconi, LUMSA, Rome and New York University & tonimuzi@methodos.com ge.tomassetti@gmail.com	Wojtyla, Benedict, Francis: 35 years of Vatican outreach to the world. Three personalities, three approaches, three public relations assistants
Robert Wakefield, Ed Adams & Tyler Page, Brigham Young University, robert_wakefield@byu.edu	Public Relations in the Early 1800s Age of Reform: Sophisticated, Strategic, and Successful
Mary Welch, University of Central Lancashire, mwelch@uclan.ac.uk	Internal communication education: A historical critical analysis
Donald K. Wright, Boston University, donaldkwright@aol.com	Examining the Historical Position of Public Relations in Organizational Decision Making Within Several Major Companies
Melike Aktaş Yamanoglu, Ankara University, aktas@media.ankara.edu.tr	Public relations as a tool for social transformation: Case study of railroads in Turkey

Beyond the Border: Public Relations in Austria – From Information to Information?

Analysing the Evolution of the Occupational Field in Austria by Means of Interaction Dynamics

Dr. Astrid Spatzier
Jessica Brett, BA

Introduction

- Little is known about PR-history in Austria
- Nessmann (2004; 2008)

- In comparison – elaborated research about PR-history in Germany, USA, GB, ...

Introduction

Which types of orientation, tasks and interaction modalities can be identified as occupation-related patterns since 1945?

From information to information?

Agenda

- Theoretical background and methodology
- Framing – Phase reconstruction
- Development of public relations in Austria
- Conclusion

Theoretical background

- Grunig/Hunt (1984)
 - Four communication models – specific occupation-related patterns

- Bentele (1997); Syszka (2008)
 - Periodization

Theoretical background and methodology

- Framing:
 - Political, economic, social, cultural facts and media development
- Interviews with witnesses and group discussion
- Theoretical analysis – Categories:
 - Patterns of orientation
 - Main activities
 - Interaction modalities

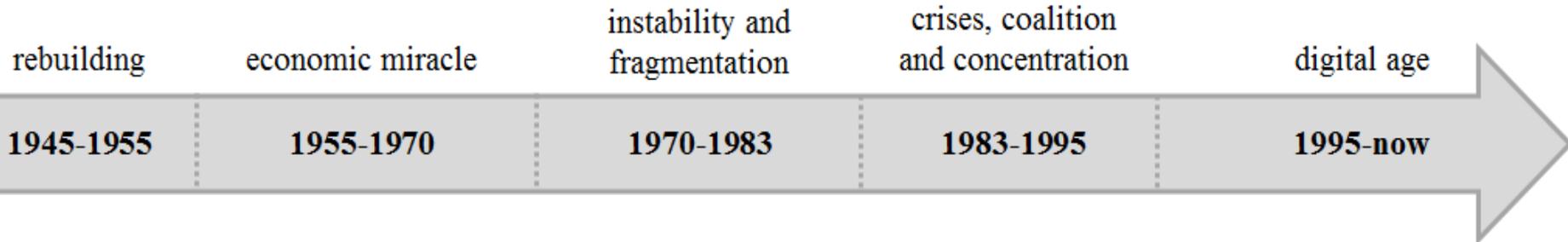
Witnesses

- Prof. Herbert Krejci
- Ernst Haupt-Stummer
- Prof. Leopold Springinsfeld
- Dkfm. Renate Skoff
- Dkfm. Franz Bogner
- Prof. DDr. Benno Signitzer
- Dr. Andreas Windischbauer
- Dr. Hannes Rosner
- Johannes Greifeneder
- Dr. Gerhard Rettenegger

Phase reconstruction

- rebuilding (1945-1955)
- economic miracle (1955-1970)
- instability and fragmentation (1970-1983)
- crises, coalition and concentration (1983-1995)
- digital age (since 1995)

Phase reconstruction



Period: rebuilding (1945-1955)

- Patterns of orientation: journalism, art, advertising
- Main activities: writing texts
- Interaction models: promotional information

Period: economic miracle (1955-1970)

- Patterns of orientation: advertising and journalism
- Main activities: writing promotion texts
- Interaction models: promotional information

Period: instability and fragmentation (1970-1983)

- Patterns of orientation: journalism and advertising
- Main activities: writing and disseminating texts
- Interaction models: promotional and factual information

Period: crises, coalition and concentration (1983-1995)

- Patterns of orientation: journalism
- Main activities: writing and disseminating texts
- Interaction models: factual and promotional information

Period: digital age (since 1995)

- Patterns of orientation: journalism, advertising (marketing)
- Main activities: writing and disseminating texts
- Interaction modalities: factual and promotional information

Conclusion

**Public Relations in Austria – From
Information to Information!**

What's in a name?

The history and evolution of the naming of sports venues as a public relations tool.

Dustin W. Supa, Ph.D.
Assistant Professor- Public
Relations
Boston University

&

Jaclyn A. Weisberg
MS Candidate - Public Relations
Boston University

BOSTON
UNIVERSITY

Earliest Sports Branding

- The real name of the Coliseum is the Flavian Amphitheatre, built by Emperor Flavian
- The Coliseum was a nickname given to the stadium based on a bronze statue of Nero called the “Colossus of Nero”
- The statue (115 feet in height) was believed to have stood between the stadium and the Roman Forum



Emperor Flavian



Statue of Nero

Importance of Branding in Public Relations

- While most often associated with the marketing function, branding is an integral aspect of public relations work.
- While establishing a brand for a product is often done through advertising and traditional marketing elements, public relations plays a role in not only communicating that brand, but also by ensuring the brand is readily identifiable, trustworthy and credible.

Sports Branding

- Putting a name on a sports venue can make billions of brand impressions on potential costumers
- **The Reason:** the ability to reach large, diverse audiences, such as...
 - Fans
 - TV and Internet viewers
 - Radio listeners
 - Social Media users
 - And many more!

Due to the influx of sport's coverage on national, local and regional outlets, brand visibility is high and can be extremely valuable in forming strong, positive brand associations



Stadium Naming

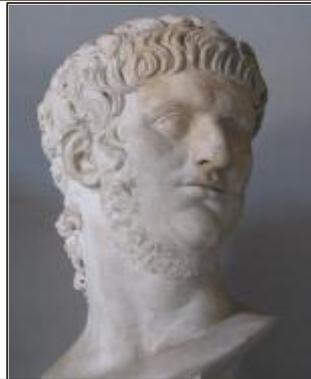
Wrigley Field



The Coliseum



Busch Stadium



Albert Lasker is credited for convincing William Wrigley Jr. to change the name of Cubs Park to Wrigley Field in 1926

Flavian is the dynasty name of the Roman emperors who built the Coliseum

In 1953, August Busch wanted to rename Sportsman's Park to Budweiser Stadium. While the league didn't allow that name change, they did allow for the stadium to be called Busch Stadium (after his family name)

Wrigley Field

- Albert Lasker, former chairman of the United States shipping board and large stakeholder for the Chicago Cubs, is commonly dubbed as the father of the modern advertising industry
- In 1925, Lasker sold his large holdings in the team to his good friend and Chicago chewing gum manufacturer, William Wrigley Jr., telling Wrigley that “this will do you chewing gum business a lot of good...”



Wrigley Field

- While it remains unclear whether the field was named to endorse the chewing gum company, one thing is certain: the Wrigley Company has had over 80 years of free advertising on the iconic stadium
- Lasker is largely responsible for the stadium changing its name from Cubs Park to Wrigley Field (cited from Cutlip)
- Following the Rickett's purchase of the Chicago Cubs from the Tribune Company in the fall of 2009, speculation spread about a possible name change
- However, the Rickett family knew the culture associated with the stadium and agreed to keep the name untouched



Busch Stadium

- In 1953, August Busch wanted to rename Sportsman's Park to Budweiser Stadium.
- The league didn't allow that name change, they did allow for the stadium to be called Busch Stadium (after his family name).
- Shortly after "Augie" got approval to name the field Busch Stadium, he introduced a new beer brand, Bush Bavarian Beer to capitalize on the stadium name.



Busch Stadium

- In 2004 (two years before the Cardinals moved to their new stadium), a naming rights agreement was signed--- Busch Stadium officially became a corporate name
- The agreement gives the Anheuser- Busch more than just naming rights. The company is the ONLY alcoholic beverage sponsor for the Cardinals and even has the rights to use the team logo



“Value- Added Branding”

- The naming of sports is something we call “value-added branding” ---adds values to the brand and the team, thus adding value to the community as a whole

- Example:



The Brand



The Team



The Community

Transcendent Branding

- The concept that branding extends beyond its initial purpose, going beyond marketing to serve not as symbols of power and prestige, as both Flavian and Nero did in Rome, but as monuments to tradition and community.
- Transcends a single object and becomes important for multiple brands

Potential Determinants

1. The success of the team

2. The location of the venue

---Does the location generate a lot of traffic

3. Media attention

---How much are the media covering events occurring at the stadium

---How quickly do the media adopt a familiar tone with the stadium,

4. The organization name

5. What the sponsored name is replacing

Pitfalls - Realized and Potential-

- Negative brands
 - Ex) Enron- Company filed bankruptcy, led to a PR disaster
- Potential impact of stadiums changing names each year
 - In 2009, Shea Stadium made the transformation to Citi Field, yet most fans still refer to the stadium as Shea Stadium



Enron Field



EMGI Field



Adelpia
Coliseum



Wachovia Center

Conclusion

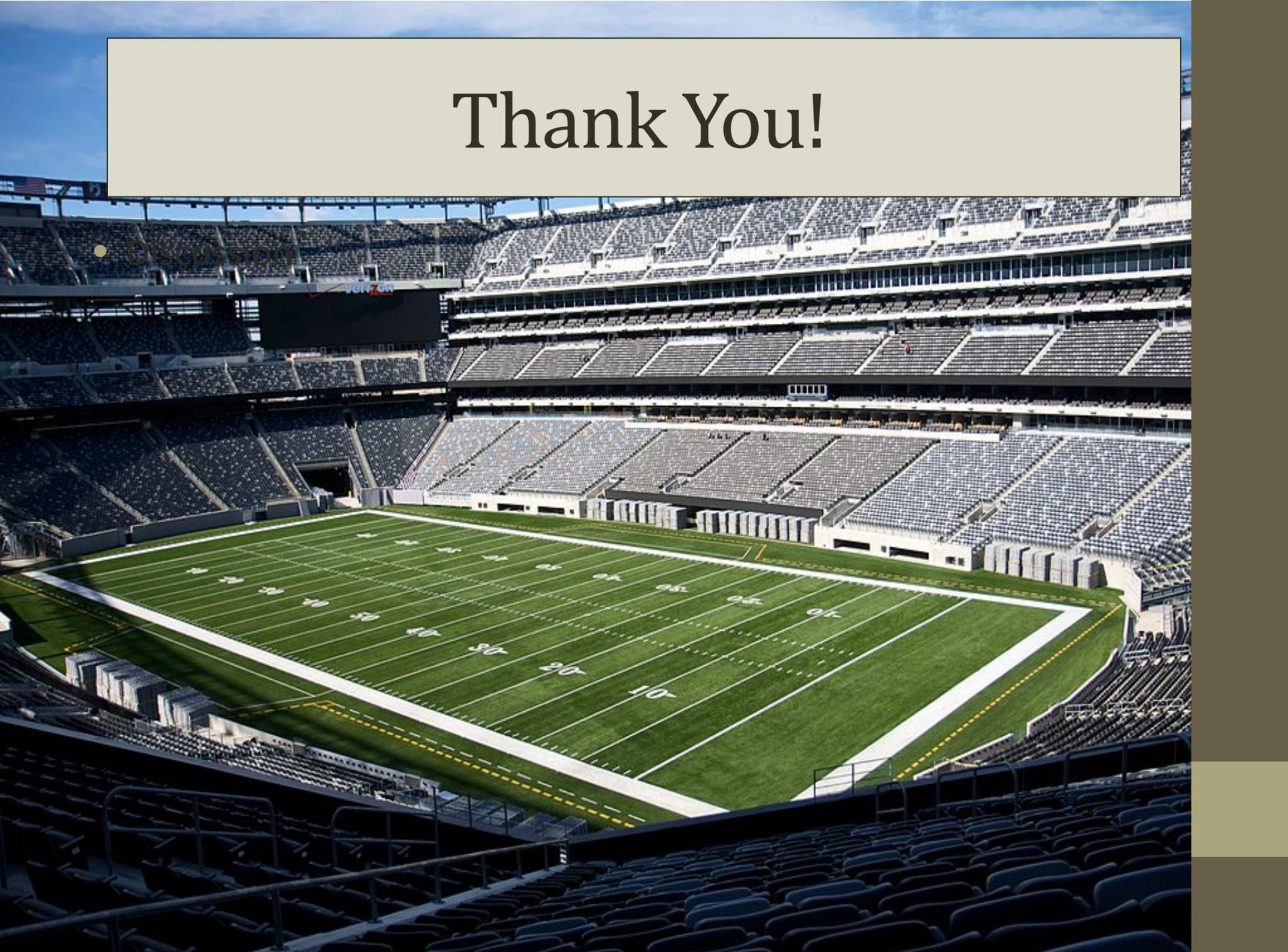
- Historically, branding has been a value associated with stadiums
- Sports branding is starting to be an international trend
 - **Emirates Stadium**- formerly Ashburton Grove in London
 - Name change in July, 2006
 - **Aviva Stadium** - formerly Lansdowne Road in Dublin
 - Name Change in May, 2010
 - **Suncorp Stadium** - formerly Lang Park in Australia
 - Name change in 2004
- Challenges do exist - costly and time consuming, with high risk
- But no matter how hard a brand attempts to establish itself within a community, it is the community that decides what role the stadium, and its name, will play

Question & Answer



Thank You!

- Discussion



A War of Words?

An evaluation of the role of the Bureau d'Information et de Presse in the operations of the French Resistance in World War II.

Gareth Thompson

g.a.thompson@lcc.arts.ac.uk

A War of Words:

The public relations operations of the French resistance

- This paper examines the first joint institution of the French Resistance, set up by Jean Moulin on his return from a London meeting with General de Gaulle in April 1942
- This paper is intended as a contribution to French public relations (PR) and media history. It describes the media relations operations of the French Resistance in World War II as undertaken by the *Bureau d'Information et de Presse (BIP)*,

Historiography: The myth of armed resistance



Source:

© Imperial War Museum Archives London

Historiography: The myth of armed resistance



Source:
© Imperial War Museum Archives London

Clandestine press

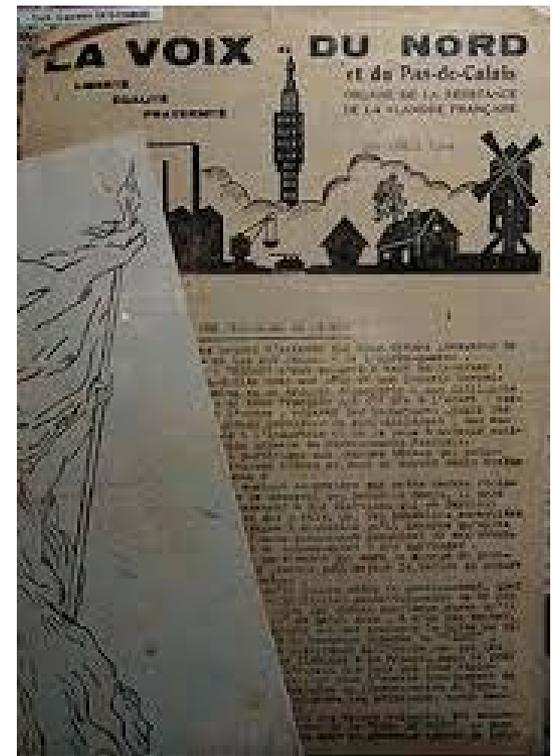
- The practical obstacle of a sheer lack of any military equipment ‘made early resistance concentrate on publishing journals’ (Ousby,1999, p.241)
- The operational scope and the social composition of the resistance changed over time as new tasks arose but in 1940-1942, it required people to write and produce newspapers:

“Resistance meant above all propaganda, especially in the South, and newspapers were its main vehicle,” (Jackson, 2001, p.407).

Jackson, J. (2001). *France: The Dark Years 1940-1944*. Oxford: OUP.

Ousby, I. (1999). *Occupation: The Ordeal of France 1940-44*. London: Random House.

Clandestine press



The operations of the BIP

- Ex-journalists worked to generate news material for the isolated clandestine press.
- BIP filled void after Havas Presse agency was taken over by Nazis and renamed L'Office Francais d'Information (OFI)

BIP Mission:

- 1/ Spread information and propaganda from London.
- 2/ Distribute the propaganda material from the FFL using our networks
- 3/ Pass on information which may be of interest.
- 4/ Prepare articles and documents to be published in the press (FFL, British, American, and neutral).

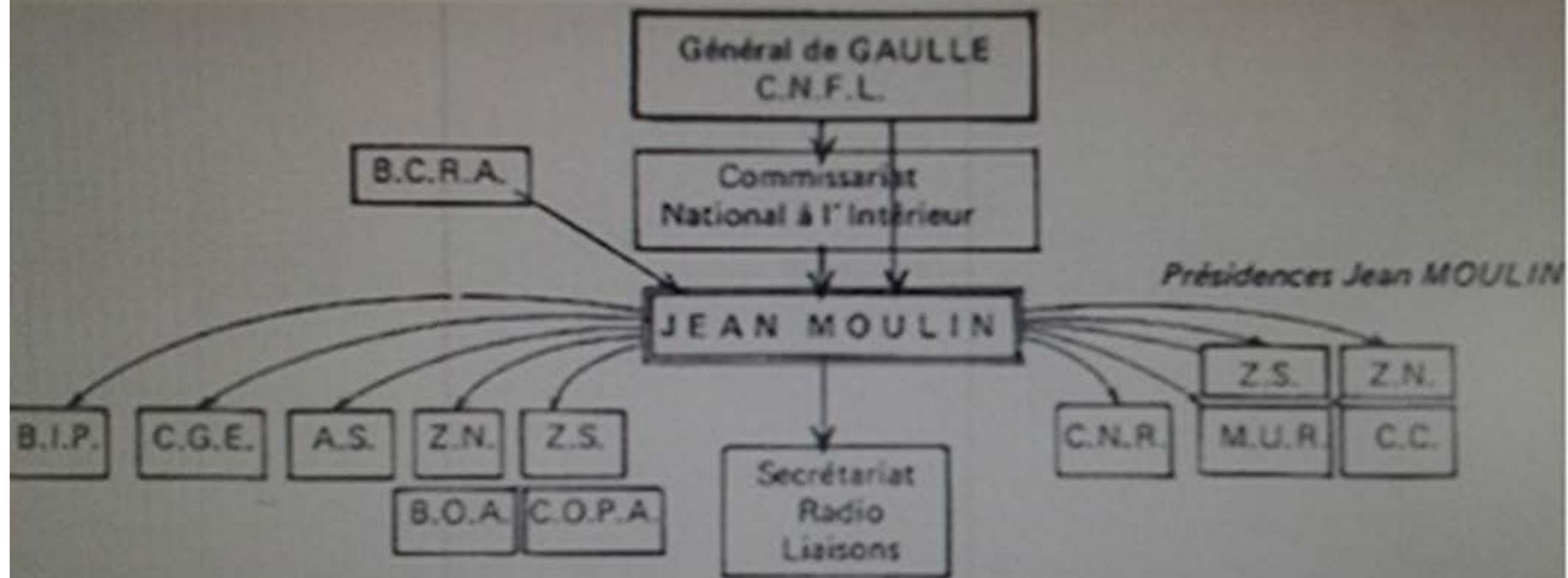
1. General de Gaulle 2. Jean Moulin



3. Georges Bidault

Founding head of the BIP and later leader of the Conseil Nationale de Resistance

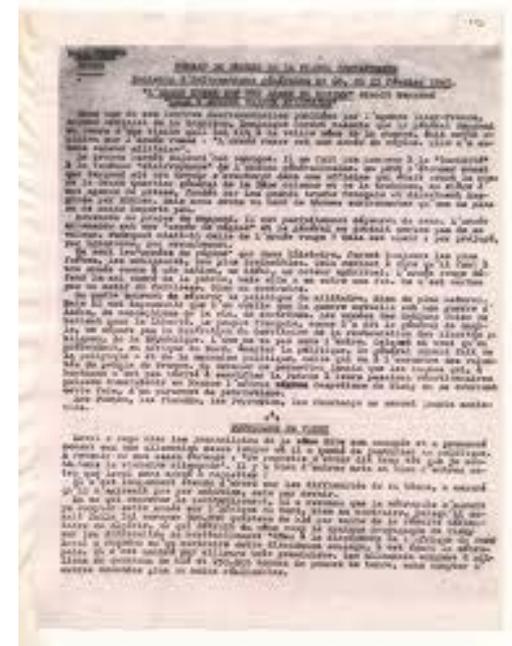




Document Daniel CORDIER
remis au Centre National J.M.

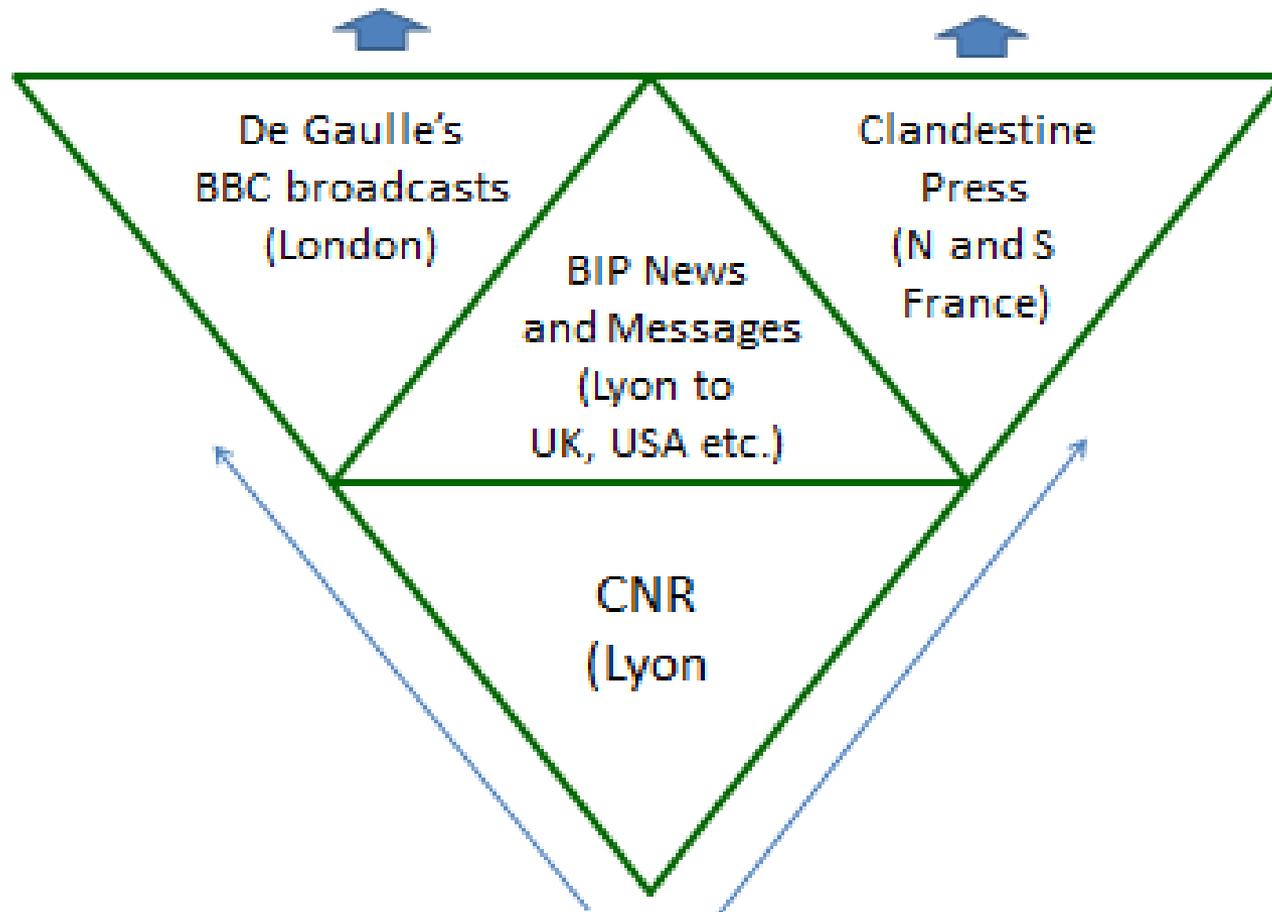
The operations of the BIP

- The output looks like a combination of press background, briefing notes and news summaries.
- It is not dissimilar from the political public relations and communications output from a government press office or political party press office.
- It includes opinion pieces written to a high editorial standard, showing professionalisation to match high standards of clandestine press



The operations of the BIP

French public in occupied and Vichy zones



Conclusions

- In a paper held at the Resistance Foundation Library in Paris, a fellow resistant, Herve Monjaret, describes the BIP as an “agence de presse clandestine” and a political communications operation.
- BIP was undertaking political public relations of the time and in a way we would recognise today.
- In terms of the aims, operations and outputs, BIP was undertaking public relations of a type described by L'Etang (1994), Bentele (1997) and Moloney (2006).

Conclusions

Characteristic	Press agency & publicity	Public information	2-way asymmetric	2-way symmetric
Purpose	Propaganda	Dissemination	Persuasion	Mutual understanding
BIP activity	<p>'Spread information and propaganda from London....distribute propaganda from FFL using our networks' (1)</p> <p>SOURCES:</p> <p>(1) Extract from Moulin's Telegram number 6 sent from London on 28 April 1942 (in Cordier, 1999, p308)</p> <p>(2) Murraciale, 1993, p.77.</p> <p>(3) Jackson, 2001, p.434.</p> <p>(4) Cointet and Cointet, 2000, p.82 (Adapted from Grunig and Hunt 1984:22)</p>	<p>'to diffuse information' (2)</p>	<p>'to publicise themes of Free French propaganda and pass on suggestions for propaganda to London' (3)</p>	<p>'to pass on information to the FFL on resistance work and distribute information from the outside world to the clandestine press.' (4)</p>

See Think Touch

Three recent sequential Papal approaches
to public relationships

Who am I

Giovanni Eugenio Tomassetti

BA Corporate Communication, Marketing and Advertising

Lumsa - Roma (IT)

“John Paul II and Benedict XVI, two different communication models”

M.Sc Corporate Communication

USI – Lugano (CH)

ge.tomassetti@gmail.com Twitter:@giovannitoma

John Paul II

- Karol Wojtyła was born in 1920 in Wadowice, Poland.
- He took part in the Second Vatican Council (1962-1965)
- His papacy lasted 27 years (1978-2005)
- Joaquín Navarro-Valls has been his spokesperson since 1984

John Paul II



Pope John Paul II with Joaquín Navarro-Valls

John Paul II – “to see”



John Paul II

Benedict XVI

- Joseph Ratzinger was born in 1927 in Germany
- In 1957 became a Professor at University of Munich
- His Papacy was tormented by a number of diverse scandals: financial, sexual, vatileaks...
- On Feb. 28, 2013, Benedict became the first Pope to resign in almost 600 years

Benedict XVI



Pope Benedict XVI with Father Federico Lombardi SJ

Benedict XVI - “to think”



Benedict XVI with Card. Bertone

Francis

- Born in 1936 in Argentina, he is the first Pope from the Americas
- Francis started to reform the Roman Curia
- “Poor Church for the poor”
- Greg Burke – Vatican Global Media Center

Francis



Pope Francis

Francis – “to touch”



Pope Francis

Is this only a tactical and cosmetic rebranding exercise?

If not, we can identify two relevant analogies with contemporary management studies:

- advocacy at scale

and

- network society and value networks

Advocacy at scale

Until early this century, recruiting individuals around values, ideas, issues has mostly been the core business of religious, voluntary and social organizations.

- more recently business has begun to move advocacy at scale from nice-to-have to core and sustainability (in the sense of ensuring from stakeholders an going license to operate) is becoming central,
- customer relationship marketing methodologies have become sophisticated and move on values, issues and ideas,
- listening to stakeholders before, during and after decision making and implementation occupies more than 50% of the communication process.

Network society and value networks

The ‘intrinsic sense’ of these events also suggests an analogy with recent strategic planning related management studies that adapt Michael Porter’s 1976 value chain model based on linear and material value analysis to Sven Hamrefor’s conceptualization of fuzzy and intangible value networks, where value is created by the quality of relationships between the components of those networks as well as between the networks themselves.

If instead it does turn out to be only a ‘rebranding’ exercise and time will tell, it remains a so far brilliantly executed exercise.

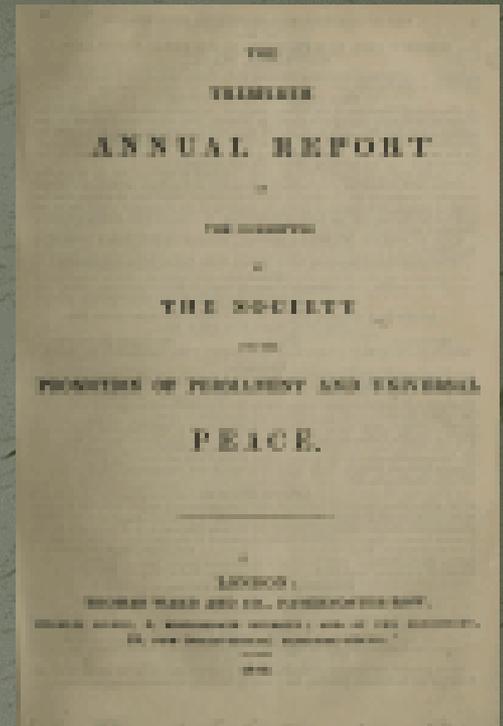
Thanks

Public Relation in the Early 1800s Age of Reform: Sophisticated, Strategic, and Successful

Rob Wakefield, Ed Adams, Tyler Page
Brigham Young University

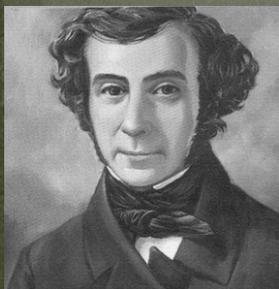
Age of Reform (1815-1850s)

- The *Christian Observer* noted in 1843, “This is the Age of Reform. The spirit of restless energy is at work upon the structure of human society, laboring to improve it, and for this purpose make experiments in a thousand forms.”
- In 1841, Ralph Waldo Emerson declared, “The doctrine of reform had never such scope as it does at the present hour



Publication of the
London Peace Society,
1817

Age of Reform

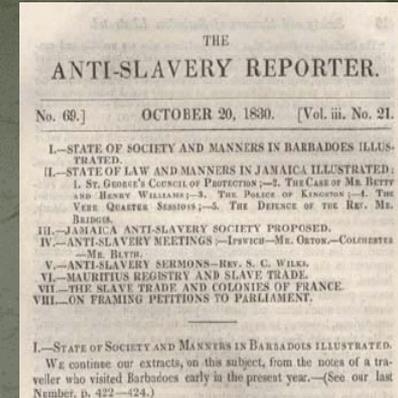


Alexis de Tocqueville's observation of America in the 1830s:

“In no country in the world has the principle of association been more successfully used, or more unsparingly applied to a multitude of different objects, than in America. Besides the permanent associations which are established by law under the names of townships, cities, and counties, a vast number of others are formed and maintained by the agency of private individuals. . . . An association consists simply in the public assent which a number of individuals give to certain doctrines, and in the engagement which they contract to **promote the spread** of those doctrines by their exertions.”

Anti-Slavery movements

- Society for Effecting the Abolition of the Slave Trade (1787)
- American Colonization Society (1816)
- Anti-Slavery Society (1823) Britain
- American Anti-Slavery Society (1833) – by 1838 had 1,350 local chapters
- The American and Foreign Anti-Slavery Society (1840)



The Constitution of the American Anti-Slavery Society clearly laid out its premise to persuade the public:

- “The object of the Society shall be, to endeavor by all means sanctioned by law, humanity and religion, to effect the abolition of Slavery in the United States; to improve the character and condition of the free people of color, **to inform and correct public opinion** in relation to their situation and rights, and obtain for them equal civil and political rights and privileges with the whites.”

Peace Societies

Society for the **Promotion** of Permanent and Universal Peace (1817), later known as the London Peace Society

Excerpts from it's first annual report:

- Published four different pamphlets at print run of 45,000
- Efforts were initiated to translate and distribute the works in different languages
- Promising news came America, where “the peace cause was successfully advocated from pulpit and press.”
- The report concluded that “now is the time for the **dissemination** of pacific principles.”

Peace Societies

Society for the **Promotion** of Permanent and Universal Peace (1817), later known as the London Peace Society

Subsequent years:

- An 1836 article from the Sheffield England newspaper on the Peace Society: “Its object, as must be understood, is simply to rectify **public opinion**, with respect to lawfulness of way, and to lead people to abhor it
- In 1845 the Society’s Secretary reported the Society goal as: “To print and **circulate tracts and diffuse information**” on issues regarding war and peace. He felt progress had been made toward this aim as he related, “a very decided and extensive change in the tone of **public opinion** upon this great question has been effected.”
- By 1846 540,000 tracts had been circulated and the annual report concluded: “the pacific principles of the gospel have, during the past year, made considerable progress; the conviction that they demand a calm and enlightened investigation has gained a deeper hold on the public mind.”

Peace Societies

The American Peace Society (1828)

- By 1839 the society claimed:
 - 800 local and regional groups
 - 1.5 Million members or followers
 - 18 different temperance publications being published
- The Society's Constitution had at its roots, communication. In its concluding statement, article IX, the Society laid out the execution of their objective:

“to make appropriate communications, by pamphlets, correspondence, personal interviews, to ministers of the gospel, to physicians and others . . . destined in various ways to have a leading influence to society; to make it a serious object to introduce into the publications of the day.”

Temperance Movements

The American Society for the **Promotion** of Temperance (1826)

- The society also drafted a manifesto as a guide for the mission of the organization. The opening paragraph clearly laid out its plan of action:

“Public opinion is the mistress of the world; and could it through all Christendom be arrayed against this custom, as it is in New England against the kindred practice of dueling; such a public opinion would soon restrain rulers from settling their disputes by powder and ball. We can reach politicians solely or mainly through the people; and, to imbue the latter with the spirit and principles of peace, we would use such means as the following: THE PRESS, an engine of vast moral power; and we wish to hear its ten thousand tongues speak on this subject, in the ear of all reading communities, through books, and pamphlets, and tracts, and newspapers and every class of periodicals.”



Other movements

- Suffrage and women's movements
- Labor movements
- Society for Promoting Agriculture
- Moral Reform Societies
- Aborigine Protection Society



Conclusion

- Many of the societies felt so strongly about the need to advocate that they placed the term “promotion” in their name
- This promotion consisted of attempts to shape public opinion through speeches over the pulpit or at conventions and other meetings; personal contacts with and lobbying of regulators and community leaders to build understanding of their given issue; production of their own publications such as flyers, newspapers or magazines
- They organized and orchestrated events such as socials or picnics; circulated petitions and perpetrated strikes; and facilitated any other “channel of influence” that was possible to promote their efforts
- Grunig, for example, argued that “public relations is the management of communication between an organization and its publics.” Along those lines, all of the communication activities listed have been noted by numerous other scholars as tactics that are typical of current public relations practice.

Internal communication education: A historical critical analysis

International History of Public Relations Conference 2014

Dr Mary Welch
Division of Communication, Marketing, and Public Relations



Introduction

- New to formal *historical* research
- Helpful guidance from Daymon and Holloway (2011)
 - Two strands PR historical research
 - PR history - role of communication activities in lives and past contexts
 - PR thought history - traces schools of thought about phenomena
 - In this case internal communication education
 - Necessary to reflect on the writer's stance
 - Origin of motivations to research internal communication

Background

- Became an academic in 2001
- Previously worked in communication management
- Drifted into public relations work
- In-house roles in public sector and not-for-profit organisations
- Included external and internal communication
 - Lots of public information work
 - Information leaflets, brochures, annual reports
 - Occasional internal and external events
 - Media relations
- Some highlights...here's one from my first PR role, working in Liverpool City Council's public relations office



WARDS CEREMONY & PHOTOCALL
 PRESS CONFERENCE HORNBY LIBRARY
 RECEPTION SCIENCE AND TECHNOLOGY

PROGRAMME

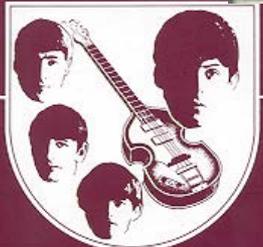
3.30pm Stewards to arrive
 3.55pm Stewards to take



Paul McCartney, MBE



Conferral of the
HONORARY FREEDOM
 of the
CITY OF LIVERPOOL
 upon
PAUL McCARTNEY
 28th November 1980



4.00-4.10pm Paul McCartney
 4.10-4.15pm Chairman introduces
 present his speech
 4.15-4.19pm Chairman presents
 closing speech
 4.19-4.23pm Photocall. Paul
 led down to front



Liverpool City Council's
method of
internal communication
to its 26,000 employees?



The road to internal communication research

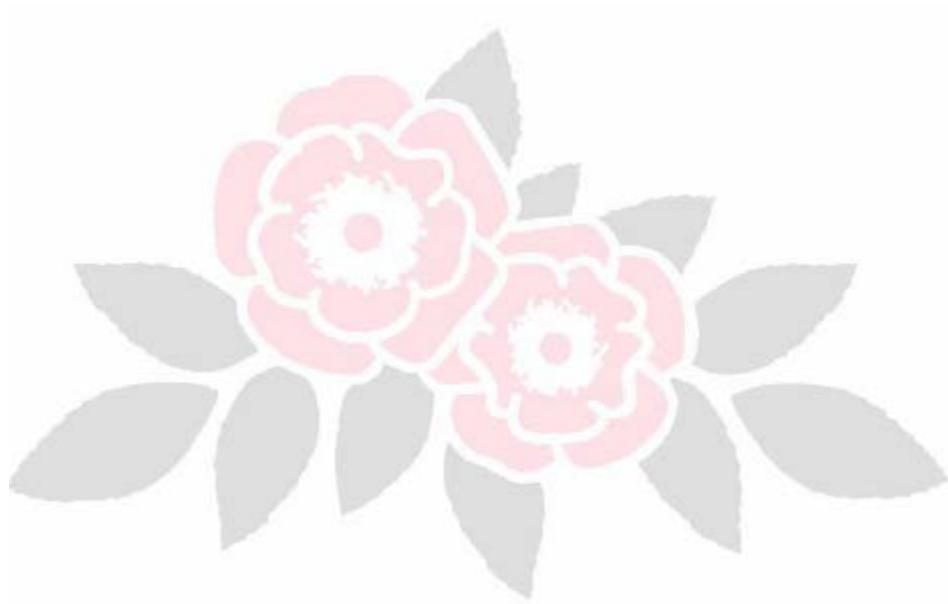
- Worked in medium sized social housing organisations
- Lots of communication challenges...especially inside organisations
- Career change from communications to academic provided access to a treasure trove of PR and communication theory
- Still intrigued by internal communication
- Surprised to find relatively little academic internal communication research
- Inspired my doctoral studies and subsequent research, including this project on the history of internal communication education

Research aim

- Trace ideas and thought on internal communication education over time and critically scrutinize source data to:
 - Locate public relations education frameworks and assess their internal communication education elements
 - Track internal communication education frameworks
 - Consider implications of the findings for contemporary public relations and internal communication education

Data sources

<i>Archive / collection</i>	<i>Data source</i>
International Public Relations Association	<ul style="list-style-type: none"> • International Public Relations Association Archive. Watson (2011) <i>The archive of the International Public Relations Association: Contents and index</i>. Retrieved from: http://microsites.bournemouth.ac.uk/historyofpr/files/2011/11/IPRA-ARCHIVE.pdf Bournemouth University UK, provided a springboard to: • IPRA, Oeckl, A. (1976). <i>Gold Paper No. 2 Public relations education worldwide</i>. International Public Relations Association. • IPRA, Sjöberg, G. (1982). <i>Gold Paper No. 4 A Model for Public Relations Education for Professional Practice</i>. • IPRA, Black, S. (1990). <i>Gold Paper No. 7 Public relations education: Recommendations and standards</i>.
Commission on Public Relations Education	<ul style="list-style-type: none"> • CPRE (1999). <i>Public Relations Education for the 21st century: A port of entry</i>. Commission on Public Relations Education: Public Relations Society of America. • CPRE (2006). <i>Public relations education for the 21st century: The professional bond</i>. Commission on Public Relations Education: Public Relations Society of America. • Toth, E. L. and Aldoory, L. CPRE (2010). <i>A first look: An in-depth analysis of global public relations education</i>. • CPRE (2012). <i>Standards for a master's degree in public relations: Educating for complexity</i>. Commission on Public Relations Education.



CONCEPTUAL FRAMEWORK

Internal communication

Many types:

- Formal, informal
- Face-to-face, print, electronic
- Line manager, team peer, project peer
- **Senior management:**
internal corporate communication (ICC)

Internal line management communication	Internal project peer communication
Internal team peer communication	Internal corporate communication

Welch and Jackson (2007)



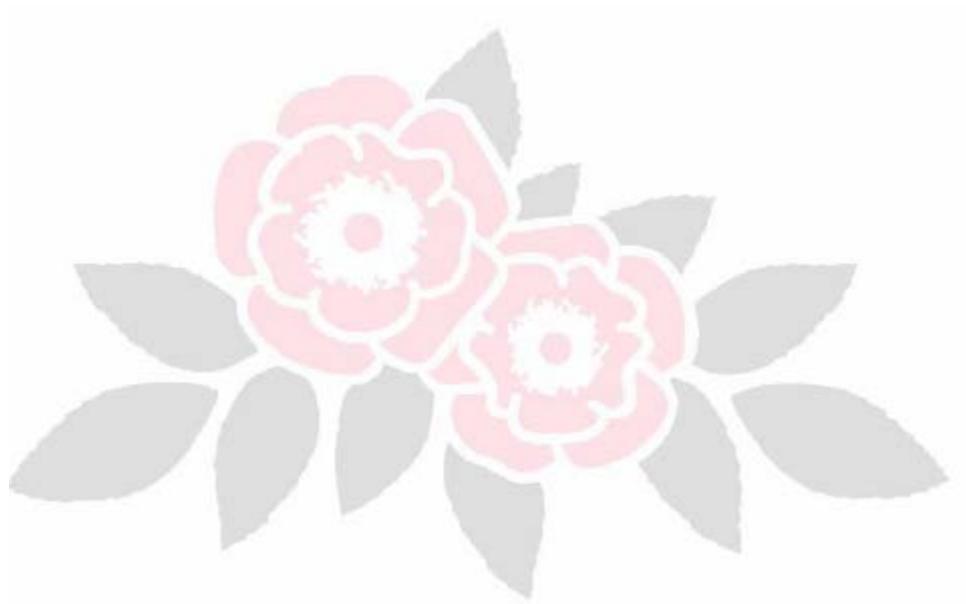
Welch (2011)

Profession

- Debate about public relations as a profession
- Some sources present public relations as a global profession
- However, there are significant differences to traditional closed professions such as medicine and law
- General view that to be(come) a profession, occupations need to have systems in place to teach members a body of knowledge

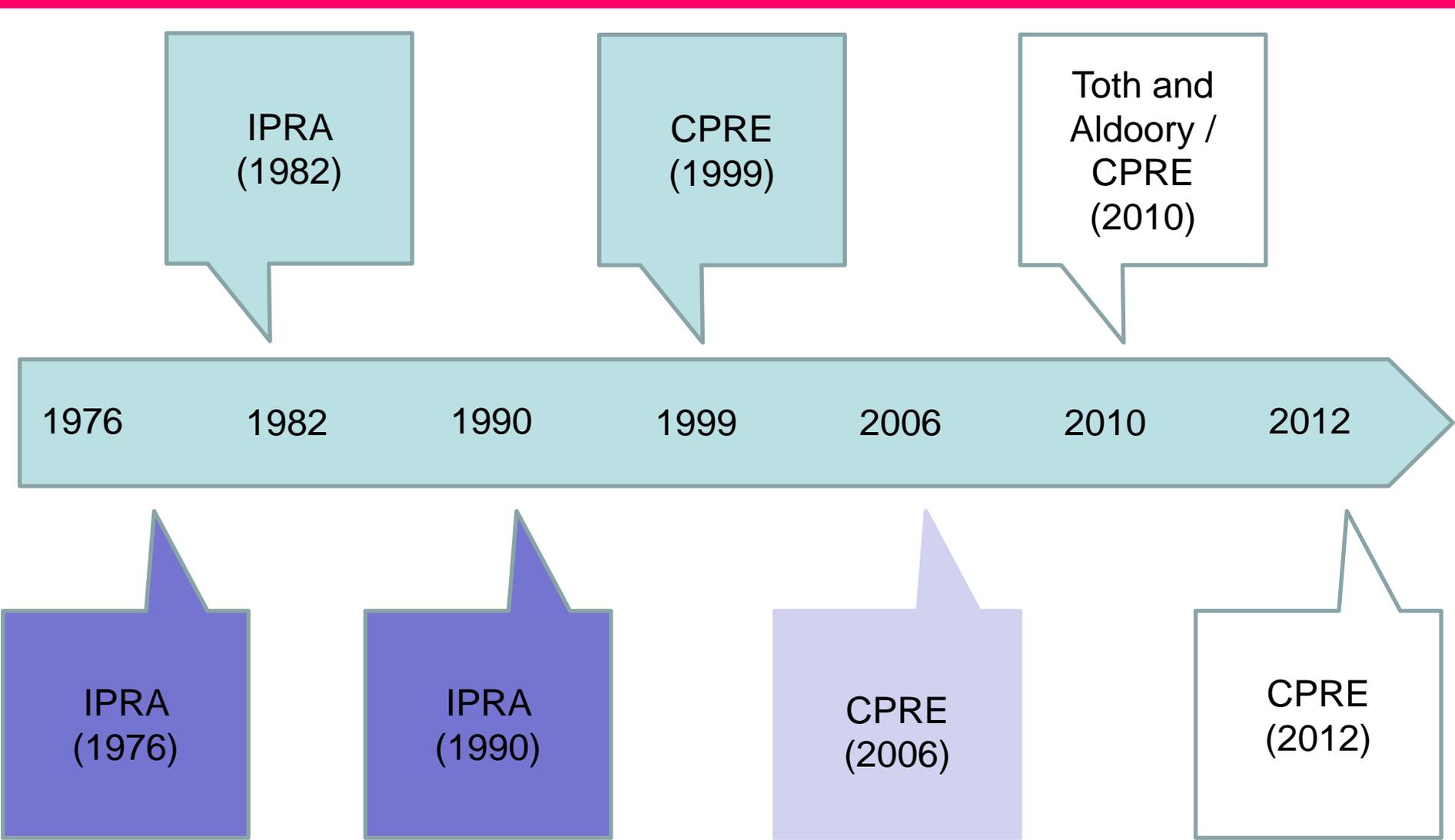
Knowledge

- Ways to view “knowledge”
 - Justified true belief
 - The outcome of learning
 - Know-how
 - Know what
 - Explicit
 - Implicit
- Ability to use knowledge
 - Skills
 - Experience
 - Expertise
 - Competence



FINDINGS

Timeline: Internal communication within PR education frameworks



Why has IC disappeared?

Alternative explanations being considered:

- Generalists are needed, specialist knowledge is not required
- There is no suitable body of internal communication knowledge
 - Specific internal communication knowledge frameworks
 - CIB/ICA/IABC (2004, in Smith and Mounter 2008)
 - Dewhurst and Fitzpatrick (2007, in Theaker 2012)
 - Welch (2013) *Public Relations Review* article
- Omitted by mistake?
- Might stronger PR consultancy and agency influences subsume the voice of in-house communicators?

Discussion, implications, limitations and conclusions

- Public relations needs a specialist as well as a generalist knowledge base
- Internal communication is an important specialist area of strategic public relations
- Public relations educators need access to internal communication education frameworks to *inform* their teaching and research
- Students, researchers and internal communication managers need access to the body of knowledge on internal communication:
 - So that they don't have to *re-invent the wheel*
- This historical account is limited to English language data sources
- This historical analysis has identified a loss of focus on internal communication in public relations education frameworks over time
- This is worrying and perplexing given increasing recognition of the role of internal communication in employee engagement and organisational effectiveness



I'd love to hear about additional source material on this topic mwelch@uclan.ac.uk

COMMENTS
CONTRIBUTIONS
QUESTIONS

Examining the Historical Position of Public Relations Decision Making Within Several Major Companies

**Donald K. Wright, Ph.D.
Harold Burson Professor
& Chair in Public Relations
College of Communication
Boston University**

DonaldKWright@aol.com

@DonaldKWright

**International History of Public Relations Conference
Bournemouth University - 3 July 2014**

Aims and Goals of the Paper

- **Discuss the role of corporate PR (and especially PR's role in organizational decision making) within three major corporations:**
 - AT&T
 - General Motors
 - Johnson & Johnson
- **Discuss the impact of noted communications executives on corporate PR with these three companies:**
 - Arthur W. Page (AT&T)
 - Paul Garrett (General Motors)
 - Larry Foster (Johnson & Johnson)
- **Compare the impact of working with these people (and their companies) with the perceived impact of working with other PR legends.**

Operational Definition of PR

- **Public relations must involve research, strategic planning and evaluation in addition to the communication (or action) stage.**
- **If the function doesn't have these components it probably isn't public relations.**
- **It might be publicity . . . It might be press agency . . . It might be promotion . . . But it's not public relations**

AT&T

- **Origin dates back to the original Bell Telephone Company and Alexander Graham Bell.**
- **AT&T (American Telephone and Telegraph) was established in 1885 as a subsidiary Bell Telephone Company.**
- **In 1899, AT&T acquired Bell Telephone Company.**
- **AT&T – sometimes referred to as “Ma Bell” – established what many considered to be the world’s largest telephone company known as AT&T and the Bell System.**
- **Critics said it was a monopoly and in 1984, US regulators broke-up the company necessitating AT&T to divest its regional subsidiaries turning them into individual companies.**

AT&T

- **These new companies were formally known as Regional Bell Operating Companies and informally known as the “Baby Bells.”**
- **AT&T continued to function as a company offering long distance telephone service where it had competition from organizations such as MCI and Sprint.**
- **One of these “Baby Bells” was Southwestern Bell which later became SBC Communications.**
- **In 2005, SBC bought AT&T for \$US 16 Billion. SBC adopted the AT&T name and brand.**
- **AT&T became the long distance phone subsidiary of SBC.**

Theodore N. Vail - AT&T

- **Became General Manager of the Bell Telephone Company in 1878.**
- **Strongly believed for the company to be accepted as a “natural monopoly” it would need to “earn the goodwill of the public.”**
- **Cutlip (1995) called this, “A most revolutionary idea in the business world of the 1880s.”**
- **Vail understood the power of “an aroused public opinion.”**
- **Urged Bell stockholders to take smaller dividends and put more money into research and into improving the telephone service.**
- **Was later named President of AT&T where he made public relations and business history.**

Arthur W. Page - AT&T

- Was Vice President for AT&T from 1927 until 1946.
- The first person in a public relations position to serve as an officer and member of the Board of Directors of a major public corporation.
- Responsible for the organization of PR departments in each of the 21 Bell System companies.
- Reported to the Chairman and CEO.
- Made certain these departments were headed by an officer in senior management.
- During his time at AT&T, it became the world's largest publicly held corporation.
- The principles of business conduct for which Page became known have influenced thousands of American thought leaders.

Arthur W. Page Society

- **Founded in 1983 as a select membership organization for senior public relations and corporate communications executives who seek to enrich and strengthen their profession.**
- **The Page Society was founded as an outgrowth of the post-divestiture Bell System.**
 - **Originally started as a way for former Bell System public relations officers to continue to meet and socialize.**
 - **Quickly expanded to include senior public relations executives from a wide spectrum of the corporate communications industry.**
- **The Society's ultimate goal is to assist the chief communications officer to become a key contributor to the success of the enterprise.**
- **Established the Page Principles from the management concepts of Arthur W. Page.**

The Arthur W. Page Principles

- **Tell the truth**
- **Prove it with action**
- **Listen to the customer**
- **Manage for tomorrow**
- **Conduct public relations as if the entire country depends on it**
- **Realize a company's true character is expressed by its people**
- **Remain calm, patient and good-humored**

Public Relations Officers at AT&T

- **Note: All were officers of the company and reported to the Chairman and CEO.**
- **Edward M. Block 1975-1984**
- **Hal Burlingame 1984-1985**
- **Marilyn Laurie 1985-1996**
- **Dick Martin 1997-2003**

General Motors

- **GM is a US-based, multinational, corporation that manufactures and sells automobiles and automobile parts.**
- **GM led global automobile sales for 77 years from 1931 through 2007.**
- **GM currently operates with ten brands including: Chevrolet, Cadillac, Buick, GMC, Opel, Holden and Vauxhall.**
- **The company has experienced major challenges – including bankruptcy – in recent years.**
 - **Emerged from a government-backed reorganization in 2009.**
 - **Dropped several brands in 2010 (Pontiac, Saturn and Hummer)**
 - **Currently is being investigated by the US federal government over failure to fix an ignition defect.**

General Motors

- **Even with these problems, GM remains one of the world's largest and most successful automakers.**
- **Sales were extremely solid for GM in 2009, 2010 and 2011 but have been soft since then mainly due to government ordered recalls and serious problems with faulty ignition switches.**
- **The company currently is facing legislation demanding GM compensate millions of customers for their devalued automobiles.**
- **Reports suggest GM owes about three times its annual earning in compensation over the ignition switch debacle.**
- **All of this is a far cry from the 1930s when GM replaced Ford as the world's leading automobile company.**

Paul Garrett

- Was the second public relations person to earn a corporate vice presidency in the US.
- Joined GM as Director of Public Relations in 1931 with orders to build a corporate public relations program
- Became a Vice President at GM in 1940.
- Was a business reporter for the *New York Post* before moving to General Motors.
- Reported to the Chairman and CEO.
- Also noted for helping to create the “Wisemen,” group of PR people who met over dinner and discussed items designed to raise the professionalization of PR.

Public Relations at *GM*

- **Stephen J. Harris – Vice President – Global Communications**
- **Thomas Kowaleski – Vice President – Communications**
- **Gary Grates, Vice President – North America Communications**
- **Selim Bingol – Vice President – Global Communications**
- **John C. Onoda – Vice President – Global Communications**
- **Lori McTavish-Arpin – Executive Director of News Operations**
- **Antonio Cervone – Vice President – Global Communications**

Johnson & Johnson

- **J&J is a US-based, multinational, medical devices, pharmaceutical and consumer packaged goods manufacturer.**
- **The company was founded in 1886.**
- **Headquartered in New Brunswick, New Jersey.**
- **J&J includes 250 subsidiary companies with operations in 57 countries and products sold in more than 175 countries.**
- **Annual worldwide sales are about \$US 65 Billion.**
- **One of its best-known products is Tylenol often used to relieve headaches and other aches and pains, reducing fever and relieving symptoms of allergies, coughs, colds and flu.**
- **Tylenol was the US's leading pain-killer medicine.**

J&J's Tylenol Murders

- A series of intentional poisoning deaths involving Tylenol product tampering in and around Chicago in 1982.
- The victims had taken Tylenol capsules that had been laced with potassium cyanide.
- These incidents led to reforms in US federal anti-tampering laws.
- The case remains unsolved. No suspects were ever charged. A \$US 100,000 award remains unclaimed.
- J&J immediately recalled 31 million bottles of Tylenol capsules from store shelves and offered replacement products in the safer tablet form free of charge.
- This was the first major product recall in the pharmaceutical industry. It cost a reported \$US 100 Million.

J&J's Tylenol Murders

- J&J received considerable media praise for how it handled the Tylenol Crisis.
- The *New York Times* claimed “Tylenol made a hero out of Johnson & Johnson” . . . Because “it placed consumers first.”
- The *Washington Post* said, “Johnson & Johnson has effectively demonstrated how a major business ought to handle a disaster.”
- Additional media praise was provided over J&J’s willingness to work with the Chicago Police Department, the FBI and the Food and Drug Administration.
- J&J’s market share for Tylenol collapsed from 37% to 7% due to the murders but it rebounded in less than a year.

Public Relations at J&J

- **Lawrence G. Foster, Corporate Vice President, Public Relations joined J&J in 1957 and retired in 1990.**
 - During his tenure he reported to four Chairmen and CEOs.
 - Was an Officer of the Corporation
- **Willard Nielsen, Corporate Vice President, Public Relations. Joined company in 1990; retired in 2004.**
 - Reported to the Chairman and CEO. Was a Corporate Officer
- **Raymond Jordan joined J&J in 2002 became VP, Corporate Communications and CCO in 2004.**
 - Reported to Chairman and CEO. Was not a Corporate Officer
 - Left the company in 2012
- **Maggie Fitzpatrick, Vice President and Chief Communications Officer. Joined J&J in 2013.**
 - Reports to the Chief Marketing Officer. Not a Corporate Officer.

Impact on the Practice

- Although many PR people at AT&T knew about Arthur W. Page, much of this knowledge was facilitated by the Arthur W. Page Society.
- Very few public relations people connected with General Motors had ever heard of Paul Garrett.
- Although Larry Foster remains somewhat known within the PR ranks of Johnson & Johnson, this appears to be mainly because of his work with the Tylenol crisis and not for building one of the world's most respected strategic corporate PR functions during a 33 year career.
- Today's greatest PR legacy impacts in the USA appear to be connected with Harold Burson at Burson-Marsteller and Al Golin at GOLIN.

In Summary

- **AT&T, GM and J&J were three of the world's largest and most successful publicly traded corporations.**
- **All had legends in our field as their first public relations and corporate communications officers.**
 - **Arthur W. Page at AT&T; Paul Garrett at General Motors; and, Larry Foster at Johnson & Johnson.**
- **These three all were officers of their corporations and reported directly to the Chairman and CEO.**
- **All were replaced by up-and-coming PR executives who continued to carry on PR excellence.**
- **PR operations at those companies today does not mirror what once was.**
- **Few now working in PR at those companies know about Page, Garrett or Foster.**

Examining the Historical Position of Public Relations Decision Making Within Several Major Companies

**Donald K. Wright, Ph.D.
Harold Burson Professor
& Chair in Public Relations
College of Communication
Boston University**

DonaldKWright@aol.com

@DonaldKWright

**International History of Public Relations Conference
Bournemouth University - 3 July 2014**

A steam locomotive pulling a train through a dry, hilly landscape, emitting a large plume of dark smoke.

Public relations as a tool for social transformation: Case study of railroads in Turkey

**Melike Aktaş Yamanoglu
Ankara University, Turkey**

- In the public relations history literature, there is a special emphasis on the activities of railroad companies in US during 19th century.
- In the form of publicity and promotion, PR activities at that time were organized based on the needs of the railroad industry and to advocate railroad companies position.
- In Turkey, Turkish State Railways also had significant PR activities during the early years of the republic, but with different interests.



Erdal Yazıcı (photographer). (1990). Retrieved 15 June , 2014,
from: <http://kentvedemiryolu.com/icerik.php?id=550>

- Railroads were regarded as a symbol of the modernization movement and treated as an instrument of national development during 1923-1945 in Turkey.
- During these years, railroads were considered as means to meet the economic, political and socio-cultural needs of the country, and trains took an active role in the all areas of social transformation.

- Turkish State Railways practiced unique and innovative PR activities, in accordance with the conditions of that time, which contributed the Turkey's socio-cultural transformation.
- These endeavours have not yet been discussed in the frame of public relations in Turkey, and are scarcely mentioned in public relations history.



Film scene from Haydarpaşa Station, İstanbul.

Cumhuriyet. Dir. Ziya Öztan. TRT, 1998.

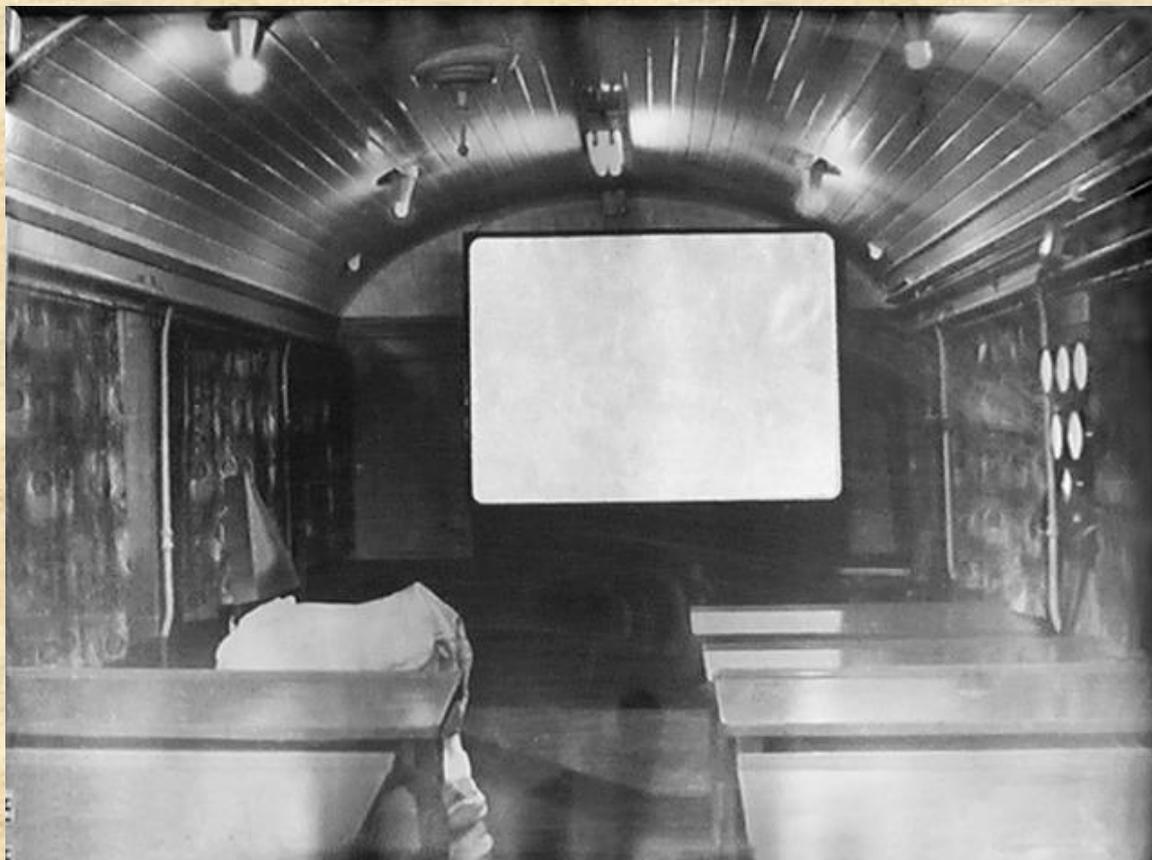
Public relations activities of Turkish State Railways

- Internal public relations efforts
 - Led by Behiç (Erkin) Bey, known as the father of the Turkish State Railways
 - Activities include, the construction of special trains devoted to the needs of the personnel such as mobile markets and health units; setting up a retirement fund; organization of an effective internal communication
- Establishment of the first railways school and one of the first public museums (Railways Museum)

Public relations practices in the field of education, health, sports & art

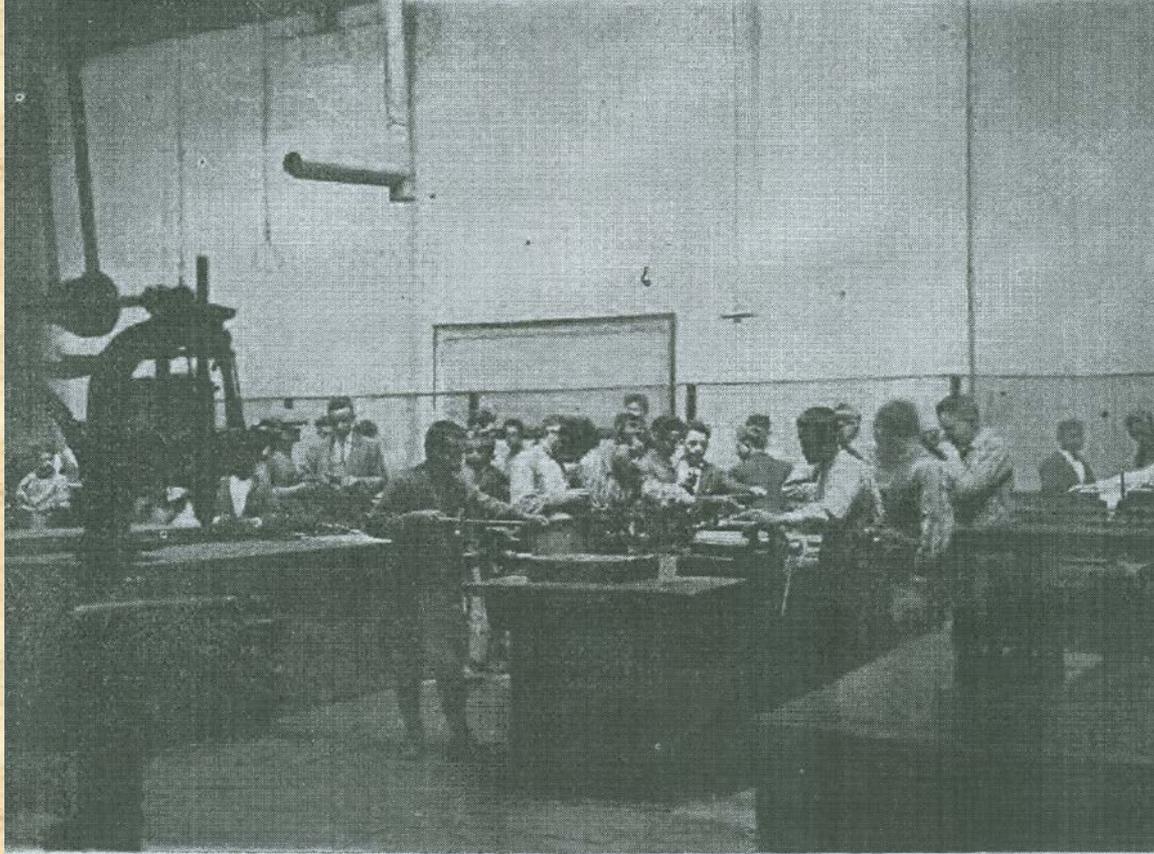
- Turkish State Railways led social development during the early years of the Republic with its education cars, health cars, bookstands in the train stations, amateur theatres, and free public courses offered in studios, factories and boarding schools.
- The Turkish State Railways pioneered some important activities to structure the base of the country and to cultivate a modern generation through art, sports and education.

**Education Cars & Vocational,
Apprentice and Family Schools**



Education car constructed in Europe in 1927

Photograph. *Eđitim Vagonu*. İstanbul Railway Museum Archives, İstanbul.
Çelebi, Ruhan. 2009. <http://kentvedemiryolu.com/icerik.php?id=600>.



Apprenticeship school in Eskişehir, 1932

Photograph. *Eskişehir çırakları iş esnasında*. Demiryolları Mecmuası, Mayıs 1932, No: 87, p. 171.



Apprenticeship School in İzmir, 1969

Photograph. Hüdai Ülker personal archive.

Ülker, Hüdai, 2011. <http://kentvedemiryolu.com/icerik.php?id=892>



Apprenticeship School in İzmir, 1968 / 1969

Photograph. Hüdai Ülker personal archive.

Ülker, Hüdai, 2011. <http://kentvedemiryolu.com/icerik.php?id=893>

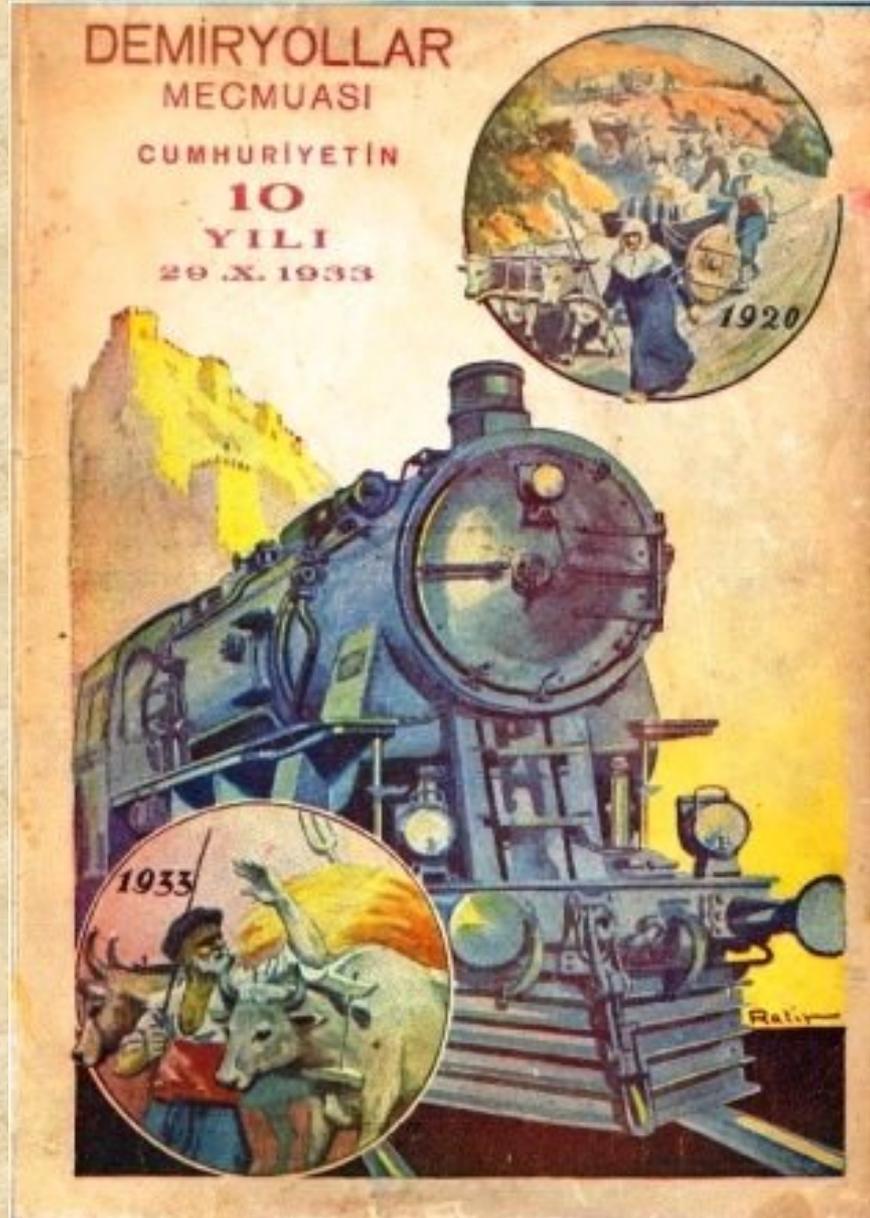


**Students of Family School in Eskişehir playing volleyball
game, 1934**

Photograph. *Eskişehir Aile Mektebi talebeleri (Voleybol) oynarken.*
Demiryolları Mecmuası, Mayıs 1932, No: 87, p. 173.

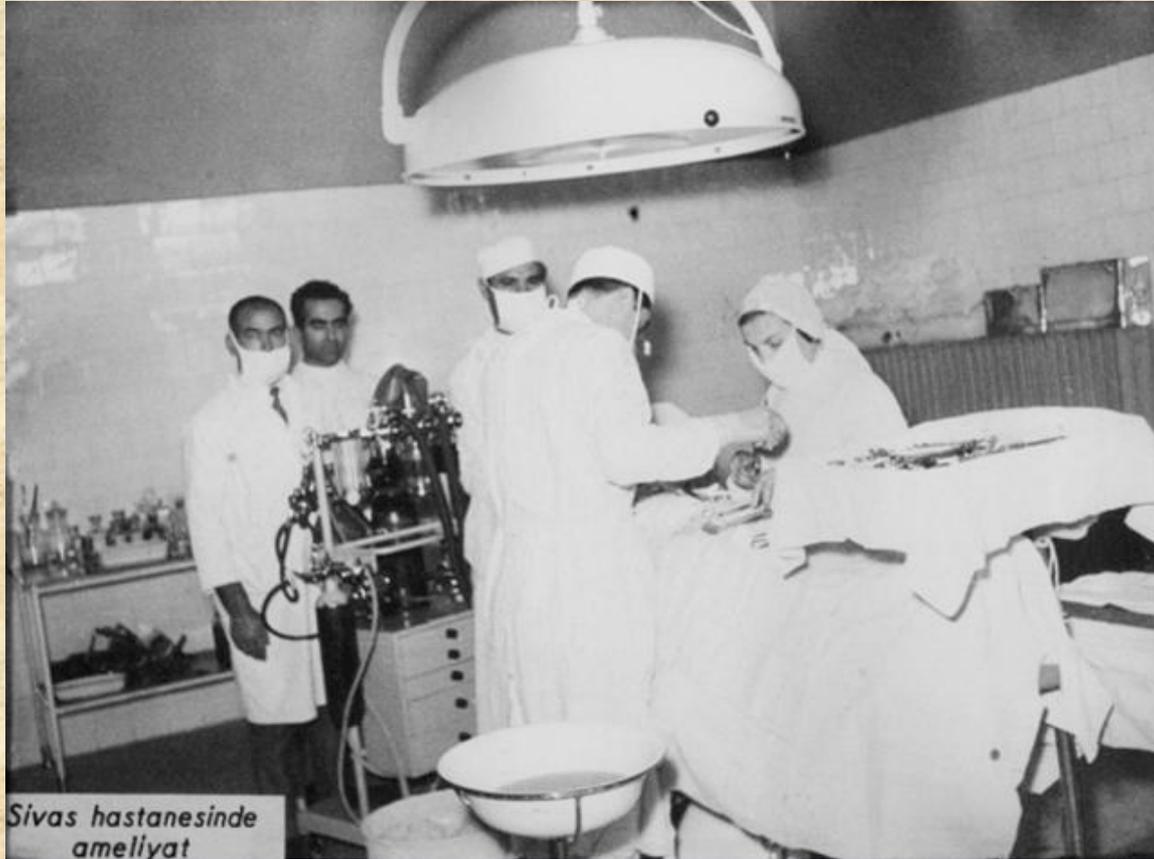
Demiryolları Mecmuası - Railways Magazine

Railways Magazine Front
Cover, 10th Anniversary of
Republic of Turkey, 1933



**Mobile Libraries and Railroad
Station Book Racks**

Health Services



A surgery in Turkish State Railways Sivas Hospital

Photograph. *TCDD Sivas Hastanesi*. İstanbul Railway Museum Archives, İstanbul.

Çelebi, Ruhan. 2009. <http://kentvedemiryolu.com/icerik.php?id=600>.



Turkish State Railways Sanitarium in Yakacık

Photograph. *TCDD Yakacık Sanatoryumu*. İstanbul Railway Museum Archives, İstanbul.

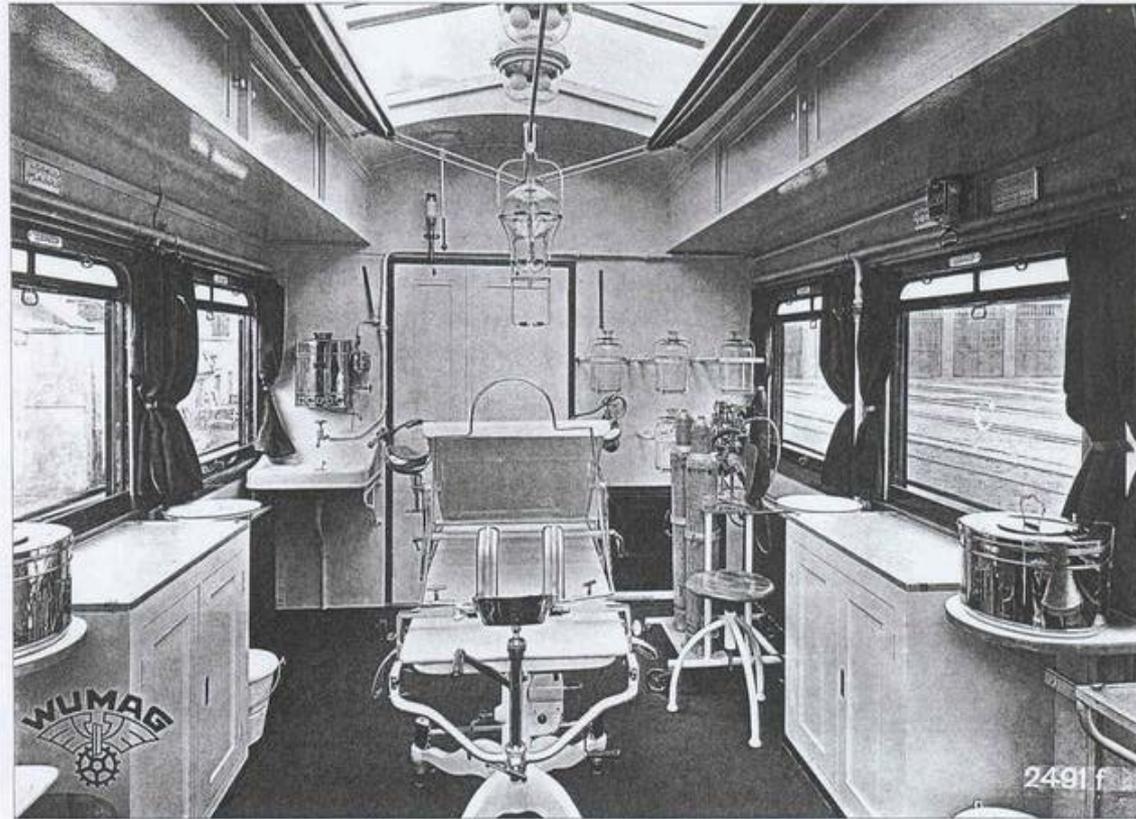
Çelebi, Ruhan. 2009. <http://kentvedemiryolu.com/icerik.php?id=600>



Turkish State Railways İzmir Hospital in Alsancak train station

Photograph. *TCDD İzmir Hastanesi*. İstanbul Railway Museum Archives, İstanbul.

Çelebi, Ruhan. 2009. <http://kentvedemiryolu.com/icerik.php?id=600>



Operationsraum im vierachsigen Arztwagen für die Türkei, Baujahr 1926.

Operation car constructed in 1926

Photograph. *Sıhhiye Vagonu*. İstanbul Demiryol Müzesi Archives, İstanbul.
Çelebi, Ruhan. 2009. <http://kentvedemiryolu.com/icerik.php?id=600>

Education Exhibition on Wheels

- To celebrate the 10th anniversary of the establishment of the Republic, an education exhibition was organized by the Ministry of Education and Turkish State Railways.
- This exhibition was considered a tool for public education, using trains to bring information about educational improvements and public health to citizens. The main intent of this exhibition was moral support to citizens by displaying the Republic's gains over the previous 10 years.

Demirspor Clubs



Eskişehir Demirspor Club football team in 1938.

Bartu, Arslan, T. 2011. *Eskişehir Demirspor Kulübü 1938 senesi Milli Küme harici Türkiye birincisi olan futbol takımı.*

<http://kentvedemiryolu.com/icerik.php?id=879>



Demirspor Jazz Band

Bartu, Arslan, T. 2011. *Demiryolları, Ulus gazetesi eki Sayı 38, Yıl 1, 13.8.1938.* <http://kentvedemiryolu.com/icerik.php?id=879>

Conclusion

- The public relations efforts of Turkish State Railways during 1925-1950 were extremely ambitious and contributed to the general aim of the Republic during those times.
- Under limited conditions, Turkish State Railways practiced innovative and cost effective activities to reach citizens and tried to contribute to the building of modern Turkey.
- Railroads had an important influence on the life of citizens and the texture of urban life, which can be traced from popular culture as well. There are several well-known poems, songs, films, plays and stories that represent citizens' relationships with trains



Film scene.

Gurbet Kuşları. Dir. Halit Refiğ, 1964.

Referances

- Bartu, T.A. 2011. “Cumhuriyet Demiryolları Sporu da Kanatlandırdı.” *Kent ve Demiryolu*: <http://kentvedemiryolu.com>. Accessed on 15 June 2014.
- Bora, T. 2012. (Ed.). *Tren Bir Hayattır*. İstanbul: İletişim.
- Demiryolları Mecmuası, 1932. “Devlet Demiryollarının Mensubininin Hizmete Alınma ve Yetiştirilmeleri.”, Mayıs 1932, No 87: 168-174.
- Çelebi, R. 2009. “Bir Sosyal Sorumluluk Projesi ve TCDD.” *Kent ve Demiryolu*: <http://kentvedemiryolu.com>. Accessed on 15 June 2014.
- Kıvırcık, E. 2007. *Cepheye Giden Yol*. İstanbul: GOA
- Ülker, H. 2011. “Bir Tabelanın Öyküsü.” *Kent ve Demiryolu*: <http://kentvedemiryolu.com/icerik.php?id=892> Accessed on 15 June 2014.
- Ülker, H. 2011. “İzmir’in TCDD Çıracak Okulu Dünyası.” *Kent ve Demiryolu*: <http://kentvedemiryolu.com/icerik.php?id=893> Accessed on 15 June 2014.
- Yıldırım, İ. 2001. *Cumhuriyet Döneminde Demiryolları (1923-1950)*. Ankara: AKDITYK, Atatürk Araştırma Merkezi.