

UDC 659.01

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## **МІСЦЕ PR-ДІЯЛЬНОСТІ В СИСТЕМІ МЕНЕДЖМЕНТУ ОРГАНІЗАЦІЇ**

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## **PR ACTIVITY IN CORPORATE MANAGEMENT SYSTEM**

**Анотація.** Автором розглянуто PR як особливу управлінську функцію, яка допомагає встановити та підтримувати ефективну комунікацію, взаєморозуміння і співробітництво між організацією та, пов'язаною з нею, спільнотою. Уточнене поняття PR, розглянуто його різновиди; проведено оцінювання, застосування нестандартних прийомів у сфері зв'язків з громадськістю та впливу PR на корпоративну культуру та його місце у структурі управління організацією; запропоновано декілька ефективних засобів формування дієвого PR і принципів креативного управління в сучасних умовах господарювання.

**Ключові слова:** інструмент, технології, інтенсивне застосування, інформація, репутація, досвід, довіра, реалізація, стратегія, методи, прийоми, імідж, конкуренти, напрям, служби, категорії, консультації, громадська думка, ефективна взаємодія, результат, перспектива, термін, світова практика.

**Summary.** The article deals with PR as a special management function that helps to establish and support effective communication, mutual understanding and

cooperation between organization and its community. The concept of PR has been specified; its types have been investigated; evaluation, the use of nonstandard methods in the sphere of public relations and the influence of PR on corporate culture and its place in the structure of corporate management have been emphasized. Some effective methods of forming PR and the principles of creative management in modern economic conditions have been suggested.

**Key words:** instrument, technologies, intensive use, information, reputation, experience, trust, realization, strategy, methods, ways, image, competitors, direction, service, category, consultation, public opinion, effective interaction, result, prospect, term, world practice.

**Problem statement.** Dynamic development of information technologies and global telecommunications defines the critical significance of public relations in management of all social and economic systems: companies, state and noncommercial organizations, countries and regions of the world, international unions and associations.

Under conditions of market economy, public relation (PR) is the most important element of social and economic relations, a type of activity and function of management. PR becomes special actual in the process of forming of positive image of an organization that in the end it supports its positions on the market. Special attention to PR politicians, managers, marketing specialist, journalists, psychologists, sociologists, specialists in the sphere of advertisement in the whole world testifies about increasing actuality of PR.

**Research objective** is to emphasize the concept of PR, investigate its types, search innovative measures in PR, study nonstandard ways in the sphere of public relations and define the influence of PR on corporate organizational culture and place of PR in the structure of enterprise.

Analysis of latest discoveries and publications: recently, many national and foreign scholars-economists dedicated their investigations to the issues of marketing communication policy in general and PR as its component. Among the most important are scientific works written by the following scholars: I. Alyoshina [1], S. Black [2,3],

Jean-Pierre Beaudoin [4], S. Varakuta [5], I. Vikentyev [6], E. Holubkova [7], F. Jefkins [8], A. Zelmanov [9], V. Korolko [10], V. Moiseyev [11], E. Utkina [12], H. Pocheptsov [13], I. Prokopenko [14], I. Soldatenko [15], F. Sharkov [16], I. Yakovlyev [17].

Presentation of basic material of the research. To E. A. Utkin's mind, "Public relations is an inseparable part of management and what is more exact that it is communication management... This work presents complex system of the use of special instruments, ways, methods, procedures, technologies causing detailed (especially informational) interaction of all elements, components of an organization (its internal sphere) with external environment" [12].

I. Prokopenko considers productivity not only as intensive use of capital, land, materials, equipment but as also as skillful use of all other factors including information and time. However, if use of "time" is connected with profession then use of "information" belongs to the participation of PR services and managers in activity to achieve the effectiveness [14].

Public relations is special management function, which helps to establish and support close communication, mutual understanding and cooperation between organization and its community [1].

The goal of public relations is to establish two way communication of an organization and the public to reveal common interests and achieve mutual understanding which is based on honesty, knowledge and informational content.

Reputation, experience and cultural reasons support understanding. Creating atmosphere of trust and realization of some strategy is important components of the majority of programs of public relations to have a good reputation.

Nowadays, besides classical public relations based on true and famous information, its anomalous versions, built on manipulation technologies, appeared. Besides standard black and white PR, the whole range of types of PR appeared: yellow, brown, grey, pink, green and others.

PR itself is a special technology and methods directed to positive and negative attitude to a phenomenon, company or personality in the surrounding of people,

business, policy and art. An important feature how to organize PR is that it is the work directed not to quick result but to achievement of long-term benefits.

Black and white PR can be identified with advertisement, similar goals but different methods with specific technologies.

“Black” PR as a technology is used as being the method of introduction of information wars or as sharing untrue or negative information about competitors and other subjects of communication. Measures of black PR are used to damage image of competitors in order to have advantage in the market. Therefore, black PR is used to breathe upon somebody before the public.

“White” PR is transparency in the given sphere, maximum open and positive information about a subject of PR action. “White” PR is simple called PR. Word combination “black” PR was introduced on the controversy to “white” emphasizing its positive feature.

“Black” PR includes: news, to be more exact, means of its transmission. News transmission is done by using small elements of suggestion in “black” PR. Thus, an object of PR has his own opinion that is profitable for a subject of (firm, company or individual). An irreplaceable method of “black” PR is shift of emphases, priorities during transmission of information, so called processing. Besides, not suitable parts are taken away from common flow changing the final perception, the result of which is getting false information.

There are a lot of methods in “black” PR but the main of them is ceremony. The ceremony is a special form of behavior, tactics, etiquette and actions. The ceremony is a behavioral automatism built on manipulation and manipulation in the given case is stimulation of ceremonial human behavior.

Contra-advertisement, anti-advertisement, creating of artificial problem are methods of “black” PR.

Hence, methods of “white” PR are divided according results: for a consumer, for a company and for the staff of a company.

It is naturally that the activity of “white” PR gives a company to win a position in the market and strengthen its position among competitors.

The result of “white” PR is evident for a consumer. Companies with good image will have a good demand among producers, so consumers will demonstrate their belonging to popular production.

Based on this we can make the following conclusion that it is impossible to define strict frames of “black” and “white” PR. Considering the influence of “color” on effectiveness, one can say that it is equal in both types. The difference is only in the sphere of usage of technology.

The process of organization of work in the sphere of public relations consists of two main components: on the one hand, it is the development of strategy of social project, on the other – it is realization of its strategy. Therefore, the place of PR specialist is among the first leaders because they take part in strengthening of reputation of organization as the main capital.

One of the basic postulates of PR activity is the public reputation of an organization, which depends on the behavior of the leaders of this organization that is PR by its nature, by the content of the tasks connected with the function of strategic management that is in support of consultation and communication [17].

Personnel education and training also belong to the sphere of PR service in the system of management of organization. Costs for education and training of personnel ring more results than investments in technical equipment of an enterprise. Service ethics of company’s leaders is an important factor to establish favorable microclimate at an enterprise [10].

Sam Black in his book “Introduction into Public Relations” describes ten main directions of PR, which give the opportunity to get common understanding about the content of professional activity of specialists with public relations and about the content of their professional preparation.

There are such directions:

- public opinion;
- social relations;
- social life;
- industrial connection;
- financial relations;
- governmental connection;
- international relations;
- investigation and statistics;

- Mass Media [3].

The size of the departments of PR service and the volume of their work depend on the size of a company. In small companies in PR department can work one person and in big companies – hundreds of specialists (Table 1).

Table 1

Quantity of employees (persons) in PR departments according to the categories of organizations (in the USA and Western Europe) [16]:

Business with profit more than \$1 billion	60
State, federal services and military organizations	30
Public and private education	20
Business with profit more than \$1 billion	15
Public organizations and trade unions	10
Municipal services	10
Private medical and social services	Less than 10

In some cases when an organization does not have its own PR subdivision, it can ask for a consultation in PR firms. An organization asks for a consultation in specialized PR firm in order to have concrete recommendations and propositions. A firm should study a company’s problem situation and public relations. Such initial investigation is called PR audit and it can last from some days until some months.

Table 2

The prevailing services ordered in PR agencies (%) [16]

Communication with press and preparation of press releases	99
Communication policy making	90
Publications in local press	80
Contacts with public official representatives	75

Preparation of speeches and other materials	70
Preparation of audio, video and photo materials	70
Publicity	66
Exhibitions, show, etc	66
Preparation of PR managers	50
Preparation of financial documents for public ideas	45
Marketing and advertisement	40
Information about competitors	40

Sam Black suggests the content of activity of specialists in public relations. In his opinion, the main tasks of PR specialists are:

1. consultations based on understanding of human behavior;
2. analysis of possible tendencies and prediction of their consequences;
3. study of public opinion, expectations and public opinion, and making recommendations for using of necessary measures;
4. making and support of mutual communication based on trustworthiness and full information;
5. prevention of conflict and misunderstandings;
6. support of making mutual respect and social responsibility;
7. harmonization of personal and social interests;
8. improvement of good relations between the personnel, suppliers and consumers;
9. improvement of industrial relations [2].

Complex of all functions, tasks, goals and principles of activity of public relations supports an effective interaction with target audience and mass media, with investors – with all spheres connected with public relations. Only complex approach to work with PR supports positive results and further prospect.

What is sales manager?

Sales manager is responsible for sales at an enterprise. He collects consumers' base, advertises production, and carries on negotiations and makes cooperation agreements. He explains for suppliers or consumers the conditions of cooperation, proposes some variants of making agreements. Sales manager tries to support contacts with regular customers and makes for them beneficial propositions [18].

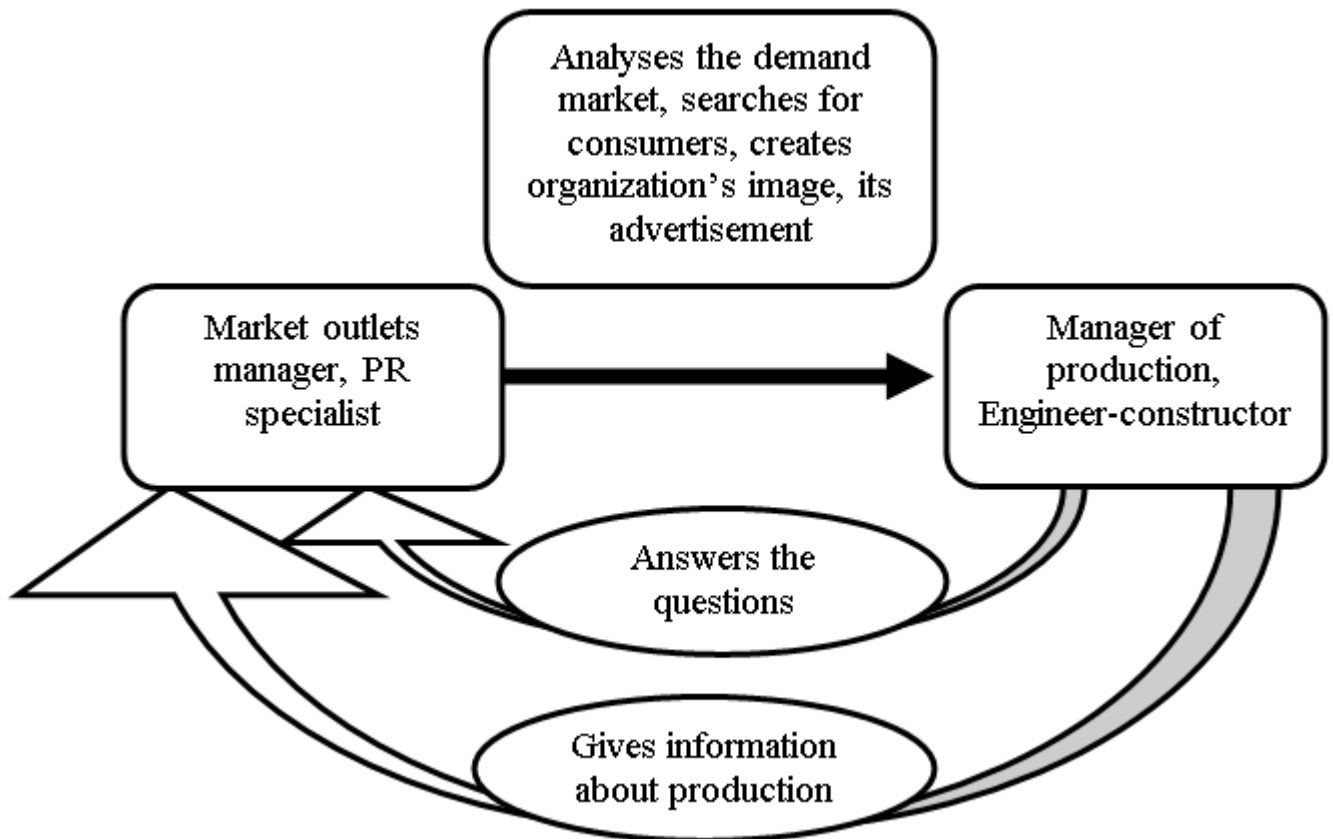


Fig.1. Interdependence of PR specialist and company's personnel

Strategic approach to planning of PR gives an answer on the question: "How will we manage our resources to achieve our goals?"

The goals of PR in a company should be correspondent to the following requirements:

1. Clear describe suggested results;
2. Be understandable for everybody in an organization;
3. Have the terms of achievement;
4. Be realistic, accessible and measurable;
5. Be correspondent to the goals of an organization [7].

In case of coordinated work, all done work will be correspondent to the stated parameters and they support productive activity of the whole organization.



Obligatory principle of PR is a necessity to honor the achievements and value of every employee. An attentive attitude of a leader to each employee is proved the opinion of famous psychologist Dale Carnegie, who considers that the most valuable for a person to hear his own name and recognition of his achievements [6].

That is why, one of the directions of PR in the system of management is forming a corporate culture. It does not only show company's image but considerably influences its economic position. Corporate culture causes conditions for creating the image of an enterprise, which belongs to the functions of public relations.

Corporate culture can not be considered only as external organizational moments; its essence consists of those valuable bases, which are used by managers and all employees. Determination of this direction has a special meaning in the period of structural reconstructions, changes of forms of ownership, study of new production and entry into new markets [10].

An effective means of increasing work at a firm and even a separate direction in PR is "personnel relations". According to specialists' opinion from PR English Association, these relations became the most critical area in the companies' activity. Although, PR industry develops its potential in this area, it showed what could be got by means of direct two-way information movement. There are technical means supporting to invest in harmony and productivity.

Hence, quick development of communicative technologies caused changes in many functional spheres including spheres of public relations. Advertising agencies have to propose new ways of product promotion to attract customers. Traditional PR technologies lose their influence because modern audience is immunized that is people become familiar with interesting and original actions and messages.

Thus, the example of innovative PR technologies is Crazy Public Relations – a type of new PR technologies directed to interest potential customers by its originality and creativeness, support non-advertising comments in mass media, create noise around the product, that is buzz (information noise). Nevertheless, it is not only show: each crazy action should be realized according to models and laws of building PR companies.

Crazy PR company is based on concepts “purple cow” and “wow idea”. American specialist in marketing S. Godin writes about so called “purple cow” [3]. To his mind, to attract consumer’s attention in modern market is possible only when there are special, interesting and unique products that is “purple cows” based on “wow ideas” [8].

Bright examples of use of Crazy PR are famous more than hundred years. In the beginning of 20<sup>th</sup> century, in Paris, from Eiffel Tower, a stool made by a company “Thonet” was thrown away, which flew more than 300 meters and was not damaged. This action had a boom and is considered a “crazy” PR. At that time in England, the security of porcelain “Wedgwood” was decided to prove. In London, the action was made: the plate was put on four caps and an elephant stood on that plate. Cups were not damaged and observers were interested in this.

The samples of the use of “crazy” technologies emphasize the character and possibilities of the influence of Crazy Public Relations in world practice. The most popular modern instruments of Crazy PR can be emphasized:

1) Ambient Media. Parade of shoes was organized in Dublin in order to teach local citizens to put out chewing gums into dust-holes, creative persons used chewing gums to stick some hundreds of shoes to asphalt road, adding stickers with written words “Chewing gum. It is better to stick to dust bin”.

2) Flash mobs. Therefore, agency “Saatchi & Saatchi London” organized flash mob for “T-Mobile” – dances on London station and karaoke.

3) Falsification of reality. Operator of mobile communication “Tele2” dramatized fall of meteorite in Latvia, which attracted attention of mass media all over the world. Specialists, who doubted, visited this event. An operator promised to compensate all damages during this incident.

4) Record achievements. The producer of mattresses “Bensons for Beds” made a successful video about the effect of domino. Company’s workers tried to establish a world record in fall of mattresses: 41 mattresses were used in this video filming and 650 000 persons could watch it.

5) In Saint Petersburg a big black “Hummer” crushed a prepared car and was on that car the whole day. Slogan of this action is “Your Hummer – your rules!” was on the car [5].

6) The use of other nonstandard advertisements. The agency “Jung von Matt/Neckar” was the first to use insects as advertising mediums to attract attention to a publishing house “Eichborn” in German book fair. Slogan of a publishing house is a red stamp with schematic picture of an insect that is why, 200 insects became advertisements. To each insect, a thread with light paper mini banner was stuck using wax [8].

Thus, for every person his personal experience connected with her own emotions is always more valuable than passive observation of any wonder. The most right measure is that, which gives the possibility to live personally real positive emotions connected with a product-brand. Besides, it is the brand product should be the “main hero” of the event.

**Conclusions.** Therefore, the main aspects of an organization and PR activity have been investigated; the role of public relations for coordinated functioning of an enterprise has been identified. Based on stated above information, PR is very complex and contradictory but at the same time interesting science. The use of different PR technologies, first of all, is a maximal influence on society with different means of PR for forming high social reputation and popularity of a firm. Nevertheless, what color of PR could be – it remains PR because its main task is to reach out human consciousness.

Having analyzed PR parameters, the principles of an effective management, we can make the following conclusions: it is necessary a complex approach to establish external relations, create an image and others in order an organization (firm, enterprise) would be productive.

To form a positive PR, it is necessary to find a reason for it. There are two the most effective means: 1) represent a new product (a cool car, electronic technology) to the main consumers. Such people should be real fans of the brand and then they will tell about the goods with passion and persuasiveness. Other people will envy

them and it means to want it and share information. 2) To shock a consumer by nonstandard advertisement. The typical way is scandal advertisement (too open, provocative and wicked) and then to refuse from it “under public pressure”. Nevertheless, at that time you achieved your goal – awoke the public, made it to talk only about you.

Summarizing, we would like to emphasize that public relations is permanent efforts to create conditions supporting any organization’s activity. If any firm, state establishment or charity fund did not thought about their good image and could not create the space of kindness, trust and mutual understanding, their position in society sooner or later can be unstable enough. Nowadays, PR technologies move away from the given models, create and always search innovative methods of public relations. That is why, PR technologies constantly develop and achieve new goals improving the activity of an organization.

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